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Stanley Tallmadge Moak

THE IMPACT OF INDIVIDUAL LEADERSHIP IN THE MARINE CORPS.

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THE IMPACT OF INDIVIDUAL LEADERSHIP IN THE MARINE CORPS

by

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Bachelor of Science

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the faculty of
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INTRODUCTION

With the natural advent of quantification, mechanization and technology that has marked the advance of military science in the past forty years and particularly since World War II, there are indications that we are losing sight of the impact on individuals of these scientific changes and advances. Traditional leadership cannot be replaced by the quantification of effectiveness or efficiency. Cost/utility and cost/benefit analyses may select the best program or afford the most advantageous material decision, but they neglect the man, the spirit and the integrity of the man, who utilizes or is a vital part of them. There exists, therefore, a need to trace the fine line of leadership that has enhanced the stature of the Marine Corps so that this illusive esprit is not lost and continues to be the foundation, the rock, upon which the Marine Corps is built.

The purpose of this study is to attempt to establish that the individual leadership and influence exemplified by the leaders of yesterday --and, hopefully, of today-- were largely responsible for the inculcation of the elan and esprit de corps

which is the hallmark of the present-day U. S. Marine Corps. This study will attempt to define, by studying the leadership traits and characteristics of distinctly different, but successful, Marine officers, those elements of leadership which are demanded today, were demanded in the past, and probably will be demanded in the future. There will be unbelievable changes in our future technology, but the need for high calibre leadership will not diminish, but increase.

In preparing this paper, original manuscripts and letters from the John A. Lejeune papers in the Library of Congress were studied. Case and personal files of other officers were studied in Headquarters Marine Corps. Interviews were conducted with Marines who had served with and observed these leaders in action. Literature on leadership as written by members of the behavioral sciences field were studied to define traits and characteristics of leadership further. Lastly, an overview of the conditions of the United States was undertaken, for this too is a significant factor in creating the need for a specific type of leadership.

CHAPTER I

THE ERA OF TRANSITION

Leadership needs are effected by environment, by the conditions surrounding the needs of the recipient, the individual, the social group, or the formal organization. The objectives of the recipient, the time available to exert personality or influence, the size and structure of the organization, the means of communication, the life-space and the conditions of the times are usually considered as factors in determining the leadership techniques that are knowingly or unconsciously applied. Leadership is the ability of one person to motivate others to carry out his will voluntarily. Leadership should be viewed as a concept involving the total structure and the consequence of every action that the leader does or does not do, a positive and/or negative impact.

A simple and yet complete definition of leadership, within the context of the military environment, has been defined as "the art of leading, fighting and feeding troops".[1] In the

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[1] Interview with General G. C. Thomas, U.S. Marine Corps (Retired). Washington, D.C. February 3, 1967. (Fighting is considered to imply maneuvering the troops to fight the enemy. Feeding implies all of the administrative and logistical support functions.)

history of warfare, in the history of our nation, and in the time space of 1890 to 1950 countless military leaders have met these basic requirements in as many different ways as there have been leaders. These leaders have ranged through the entire spectrum from fire team and squad leader to army commanders and yet each has had to meet, by his own means, the three basic tenets of this definition of leadership. The techniques and traits of leadership have varied with the individual and the situation. The leadership requirements or needs of a rifle squad or platoon are physical. These needs seem best exemplified by that renowned phrase, "Follow Me". Above the company or battery level needs change, and there is seen the field of military manipulation. This requires more than a physical type of leadership; there are required professional military training and skills, education and experience, the ability to project an image, an esprit, strength of character, and lastly, human understanding.

In considering the impact of leadership on the Marine Corps, there is a need to view the conditions of the Marine Corps and the United States during the careers of the three renowned leaders to be discussed. The total time frame of General J. A. Lejeune, General H. M. Smith, and General L. B. Puller covers just over sixty years. This is not even the average life span of a man, yet in the era of 1890 to 1950 it was an era of technological and scientific advance that has

nearly surpassed that of all previous history. This period could not be labeled as normal, for these sixty years have been anything but normal. They have included two world wars, several localized conflicts, a devastating depression, a change in world order, the development and recognition of many new sovereign states, and significant changes in the political, social, economic, and technological spheres of the United States.

In 1890, when Second Lieutenant John A. Lejeune was commissioned in the United States Marine Corps, the population of the United States was sixty-three million. In 1905, when Second Lieutenant Holland M. Smith was commissioned, the population had grown to eighty-four million. By 1918, when Private Lewis B. Puller enlisted in the Marines, the population was one hundred six million. In 1950, just prior to the outbreak of the Korean War, the population of the United States had reached one hundred fifty-one million.[2]

In a period of sixty years our population expanded by 300 per cent. This expansion is relatively insignificant when we consider the changes that have occurred in the media of communications. Recent reports show that more families now have two televisions than are without. Yet, at the time John Archer Lejeune was commissioned in the Marine Corps, radios were a dream and television a pure figment of imagination. In the modern

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[2]U.S. Department of Commerce, Historical Statistics of the United States Colonial Times to 1957, p.7.

home, office, or even in operations in the field, a telephone is taken for granted. One has to see it to comprehend the changes that have occurred in the availability and use rates of telephones in this same sixty year period. In 1890 there were 234,000 telephones in the United States. Sixty years later in 1950, there were 43,004,000 telephones.[3]

Population growth and advances in communication are two factors effecting the environment of our nation that lead to and necessitate a rapid overview of the changes in our educational levels and our economic development, for these may serve as indicators of changing facets of leadership. Increased education and improved economic stature are almost completely interdependent or intertwined; that is, as one element increases so does the other and for either to increase or improve the other normally may be expected to respond in a similar manner.

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[3]Ibid, 480.

TABLE I

ECONOMIC AND EDUCATION EXPANSION

	Gross National Product[4] (In billions/1957 dollar values)	High School Graduate[5] (% of population, 17 yrs. old that are graduates)
1890	13.5	3.5
1900	17.3	6.4
1910	31.6	8.8
1920	88.9	16.8
1930	91.3	29.0
1940	100.6	50.8
1950	284.6	59.0
1955	397.5	61.2

[4]Ibid., 139.

[5]Ibid., 207.

In 1890, 15,389 Bachelors or first professional degrees were confirmed. Contrast that with 1955, when 285,138 like degrees were awarded.[6] There are few, if any, more striking examples of the rapidly changing times than the population growth, the changes and expansion of immediate means of both private and public communications media, the elevation of the nation's intellectual level, and its unprecedented economic development as shown in Table I.

Few members of the Marine Corps and even fewer citizens of the United States, except for historians, can conceive of the actual armed conflicts that United States forces --and more specifically the United States Marines-- have participated in during this sixty-year time span. It reads more like the famous Hundred-Year War, but unlike that war, was not restricted to one global area but was fought in nearly every part of the world. The following table depicts the time span and general area of the conflicts and does not include such elements as the dispatch of a battalion landing team to the Mediterranean in 1948 to deter communist advances in Southern Europe or the later Lebanon landings. Table II depicts only actual armed conflict.

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[6]Ibid., 211.

TABLE II[7]

BATTLES OF UNITED STATES MARINES

War with Spain - 4 battles -	April 21 to August 13, 1898
Philippine Insurection - 4 battles -	June 30, 1898 to July 4, 1902
Battle of Tulagi (Samoa)	April 1, 1899
China Relief Expedition (Boxer Rebellion) - 7 battles -	June to August 1900
Nicaraguan Campaign of 1912 - 3 battles -	
Occupation of Vera Cruz (Mexico)	April 21-22, 1914
Occupation of the Dominican Republic - 4 battles -	May 5, 1916 to September 17, 1924
Occupation of Haiti - 9 battles -	July 28, 1915 to August 31, 1934
World War I - 8 battles -	April 6, 1917 to November 11, 1918
Occupation of Nicaragua - 12 battles -	January 6, 1927 to January 3, 1933
World War II - 37 battles -	December 7, 1941 to August 15, 1945
United Nations Action (Korea) - 10 battles -	June 27, 1950 to July 27, 1953

[7]Historical Records, Marine Corps Library, Headquarters Marine Corps, Washington, D.C.

And as a final means of establishing the amazing changes our nation has witnessed in these sixty years, a record of the strength of the United States Marine Corps during this time frame is deemed essential. For in this era of sixty rapidly changing years, almost revolutionary instead of evolutionary, the Marine Corps experienced radical growth and organizational and functional changes. In terms of growth, the transition could best be compared to the events we have observed in a major metropolitan area such as Los Angeles. Table III illustrates the growth of the Marine Corps.

TABLE III[8]

MARINES ON ACTIVE DUTY

1890	2047		1920	17,165	
1895	2885		1925	19,478	
1900	5414		1930	19,380	
1905	7011		1935	17,260	
1910	9560		1940	28,345	
1915	10,286		1945	474,680	(World War II)
1918	52,819	(World War I)	1950	74,279	
			1955	205,279	

[8]U.S. Department of Commerce, Historical Statistics p.736

The foregoing tables visually depict the changes in population, educational levels, military strengths and economic growth. They help to point out the changing patterns in communications and imply the impact of the radio. Another significant area of transition that had a distinct impact on the nation and the military sea services was the evolution of the Navy. Although the Navy had steam power in the latter stages of the Civil War, full sail-rigged ships with steam power were very much a part of the Navy until nearly the turn of the century. The transition from wind to steam, from wood to steel was an uneasy change for the Navy to deal with. It was literally the loss of a tradition of centuries that was hard to overcome; for the Navy had been born in sail and all of its concepts and doctrine were based on the sail. With this change the question as to what function or role the Marines would play in this new Navy came to the fore. The traditional function of the Marines standing in the top rigging and firing down on the decks of the opponent was a thing of the past. The demand for seagoing Marine detachments diminished more each year. If the Marine Corps were going to continue, a new and more vital mission had to be developed.

The solution to the problem was not immediately forthcoming. The solution to the problem, when at long last it was recognized, was a creation of the Navy. Sailing ships could

operate for extended periods without dependency on land bases, and could remain at sea as long as food and water supplies lasted. Steam-powered ships required advanced bases to provide refueling capatilities as well as mechanical support. The operations of the Navy were limited and, in fact, defined by the location of these refueling bases. In 1890 - 1900, these advanced naval bases were few and far between. If the Navy were to operate at extended distances, it would require the seizure of an advanced base for naval operating support.

In the light of modern experience and especially that so convincingly portrayed in World War II, the solution to this problem is obvious. However, in 1895, the solution was not so readily discernible. The Navy was firmly divided into two distinct camps. Half of the Navy felt that it should be enlarged to include the seizure and the defense of advanced naval bases. Fortunately, the other half believed that the Marine Corps was already an effective fighting force with demonstrated experience in fighting on land. The Spanish - American War provided the essential test to resolve this problem. Marines were landed in Manila; a Marine battalion landed at Guantanamo Bay, Cuba, to seize and defend an advanced naval base.[9] The need had been established and the solution demonstrated; a proper and fitting mission for Marines as members of the Naval Service was the

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[9]United States Marine Corps. A Chronology of The United States Marine Corps. Vol I. Historical Branch, G-3 Division, Headquarters, United States Marine Corps, p. 99.

seizure and defense of advanced naval bases. It was in this period of discordant views that Second Lieutenant John Archer Lejeune, United States Marine Corps, began his career. He matured in this arena of national evolution. His early observations of the needs for concrete and enduring missions were very much a part of his tenure as Commandant of the Marine Corps in later years. He recognized at an early stage in his career the need for clearly defined missions and functions for the Marine Corps. The transition period then, was one from an ancient Navy to a modern Navy. During this period the functions of the Marine Corps were defined, indeed created, by necessity; and the Marine Corps too, came of age.

The next thirty years of Marine Corps lore, although factual, are more closely akin to a turbulent, rampant, fiction novel. The records of the Presidents of the United States of this period, McKinley, Theodore Roosevelt, Taft, Wilson, Harding and Coolidge are records of both visionaries, missionaries, and men of strong convictions; so too were the actions of the Marines to support and carry out our national objectives. The Spanish - American War had forced a change in United States policy. The nation had become a world power with vested interests in the Far East and sharply defined interests, if not responsibilities, in the Western Hemisphere, and especially in the Caribbean area. President Theodore Roosevelt liberally interpreted and applied the Monroe Doctrine. These policies, publicly proclaimed for the

purpose of preventing European intervention into the Caribbean area, led to the political and military intervention by the United States in the Central American arena. By the Platt Amendment, the United States pledged to maintain a stable orderly government in Cuba.[10] President Wilson extended Roosevelt's policies by refusing to recognize governments that came into being by violence, a severe handicap. These changes in national foreign policy fortuitously created new missions for the United States Marines and for more than thirty years the Marines were the actual physical extension of the United States policies in the Caribbean area. With the exception of World War I, the interventions and expeditions of this time frame were known as the "Banana Wars".

The "Banana Wars" provide an interesting background in the portrayal of leadership. Lejeune, Puller, Smith, Butler, Hannekan, Pendleton, Waller and Harry Lee were very much a part of this training ground of guerrilla warfare, or counter-guerrilla warfare, as it would be termed today. Units were small. Patrols ranged in size from ten to forty men, squad to platoon size actions. Seldom were units of battalion size employed as a total integrated combined arms force. The simple definition of leadership was amply displayed here. Leadership was "the art of

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[10]Clyde H. Metcalf, A History of the United States Marine Corps. (New York: G.P. Putnam's Sons, 1939). p. 286.

leading, fighting, and feeding the troops". Leadership was a physical entity or action. It was dynamic; it was, in many cases, chauvinistic; it was objective and intimately personal; it was by example - "Follow me" - bold, reckless, and fearless. Yet even here there was an element of the need for administrative ability and leadership, not just the pure, raw, physical element. There was a need for a larger, more encompassing ability and both elements were provided in varying degrees by these Marines as the situation dictated.

World War I was an innovation. This was totally unlike any previous Marine Corps experience. Most of the experience of the Corps was built on the patrol actions in Central America. During previous campaigns, Marines had fought in land battles in conjunction with the United States Army,[11] but nothing in the Marine Corps' background had been projected toward the trench warfare of World War I against a well-trained and equipped professional enemy. In a period of less than three years the strength of the Marine Corps was expanded by five hundred per cent to 52,819. The Fourth and Fifth Marine Brigades were deployed to France. Only the Fourth Brigade, however, saw combat and that as an essential element of the Second Division,

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[11]U. S. Marine Corps. A History of Marine Corps Roles and Missions 1775-1962. Historical Branch, G-3 Division, Headquarters, U.S. Marine Corps, 6. (Marines first served with the Continental Army in the Trenton-Princeton campaign.)

American Expeditionary Forces.[12] Here, every possible facet of leadership was required, from the purely physical side as exemplified by the two-time Medal of Honor winner,[13] Gunnery Sergeant Dan Daly, who, according to Marine legend, in leading his platoon in the attack shouted, "Come on · · · · Do you want to live forever?" to the versatile ideal personified by Major General John A. Lejeune, United States Marine Corps, the Commanding General of the Second Division.

Following World War I, the Marine Corps again directed its major combat efforts to the successful conclusion of the "Banana Wars". Although the major fighting edge of the Marines had been in France, Marines had continued to conduct anti-guerrilla operations in Cuba, Haiti, and the Dominican Republic to try to help stabilize their form of government, to prevent covert and overt foreign (European) intervention, and to protect American interests in those countries. Marines were called upon to continue this vital service following World War I. It was in Haiti in August of 1919 that Marine records show the first coordinated air-ground attack.[14] From this evolved the Marine concept and now the doctrine of close-air support which is still being copied by other military forces. In addition to protecting

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[12]Metcalf, op. cit., p. 465.

[13]R.D. Heinl, Soldiers of the Sea (Annapolis: United States Naval Institute, 1962), p. 201.

[14]Heinl, op. cit., p. 242.

and furthering the United States' interests overseas, the United States Marines were directed by President Harding to protect the United States' mails at a time when the nation was in the midst of a crime wave. Twice during the early "roaring 20s" the Marines guarded the United States' mails and always without incident. Marines service was not limited to the Western Hemisphere during the post-World War I and pre-World War II era. They were serving in the Fourth Marines in Tientsin and the Peking Embassy Guard (The true "Horse Marines").

This period between the two World Wars was not restricted to supporting United States policies overseas. Marines were thoughtfully engaged in other serious activities. General Lejeune, the thirteenth Commandant, seemed to understand the needs of the Marine Corps and was able to express them clearly. He recognized that the function of forces of pacification were transitory. He recognized the need for more clearly defining the mission and expanding the concept of the Advance Base Force. Efforts were directed to studies and then field tests of the force structure to accomplish the task. The concept of a "Force in Readiness" was developed. The doctrine of close air support was developed. The integrated, smooth operating, highly coordinated Navy/Marine team came into being. General H. M. Smith was one of the foremost proponents in the development of amphibious warfare. As early as 1920, the Navy and the Marine

Corps were beginning to study future possible amphibious requirements in the Pacific theatre. They forecast accurately the future of the Pacific, and joint outline plans were prepared accordingly. Amphibious plans were made and tested. Equipment was designed and constructed to support the unique amphibious landing requirements. With the development of the "Force in Readiness" concept and the design of equipment, a force to use the equipment evolved, the Fleet Marine Force. Two new expeditionary Training Centers were developed at Quantico, Virginia, and San Diego, California. An amphibious concept had become doctrine; at long last, a method of warfare had been developed before the actual need existed.

The problems of the Marines during the transition era were not all related to the science of warfare and the definition of functions. To survive, the Marines needed money. Prior to World War I, federal receipts generally exceeded federal expenditures.[15] President William Taft recognized the need for improved financial management, but the report from the Commission on Economy and Efficiency failed to gain the necessary congressional support. In 1921, however, the Budget and Accounting Act was passed.[16] The Marines had to contend with a

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[15]David J. Ott and Attiot F. Ott. Federal Budget Policy (Washington: The Brookings Institution, 1965), pp. 39-51.

[16]Ibid., 5-6.

new budgetary procedure. General Lejeune quickly adapted to the new system and won the support and praise of Congress in his endeavors.[17] Here was an example of administrative leadership in a period where most of the recognizable leadership efforts or traits were most significantly of the physical variety.

World War II came to the United States with unprecedented fury and with unheeded ample warning. In 1940, President Franklin Roosevelt had authorized the Marine Corps to expand to 28,345. By the end of World War II, five years later, the Marine Corps had expanded to 474,680, an expansion made possible only with able administrative leadership. The accomplishments of the Marine Corps in World War II are best summed up by Fleet Admiral C. W. Nimitz's renowned statement, "Uncommon valor was a common virtue". The Marines started in Iceland prior to World War II and then to Pearl Harbor on December 7, 1941. Guam, Wake Island, Bataan and Corregidor were just the beginning. Guadalcanal, Saipan, Tarawa, Guam, Tinian, Pelelui, Iwo Jima, and lastly Okinawa. The doctrine of the Navy-Marine team was proven, but it was also soon forgotten.

1945 - 1950 were not years of transition for the Marine Corps. It was a matter of pure survival. The Secretary of the Army, Kenneth C. Royal, in testifying before a Senate committee,

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[17]Metcalf, op. cit., 542.

proposed that the Marine Corps should be abolished and made part of the Army.[18] It would appear that the administration's intentions during this period were to reduce the Marine Corps literally to a "police force".[19] The wartime Commandant, General Alexander A. Vandegrift, first felt the knife's edge. His successor, General Clifton B. Cates, is credited with saving the Corps from extinction. All of the services felt the effect of the "Doolittle Board" which wreaked havoc with many service traditions. In spite of these hardships, new concepts continued to be evolved. At Quantico, by 1948, the concept of vertical envelopment, utilizing helicopters, had evolved. The concept was tested and found feasible in May 1948 at Camp Lejeune during Exercise Packard.[20]

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[18]Heinl, op. cit., 527. (Contained in House Report 961)

[19]Letter from President Harry Truman dated August 29, 1950 to Congressman McDonough. (See Heinl, op. cit., 546. During this time frame, The Secretary of Defense, Mr. Louis Johnson, reduced the combat strength of the Marine Corps to eight infantry battalions and plans were made for further reductions in the following fiscal year. There were indications that Mr. Johnson even intended to eliminate Marine aviation. (Heinl, op. cit., 527.))

[20]Heinl, op. cit., 523.

While the Marines were striving in the field to be ready for the next war, the Commandant was fighting in the Washington political arena to preserve that capability. General Cates was not wrong. The Korean War came on June 30, 1950. On September 15, 1950, the First Marine Division conducted an amphibious assault in Inchon, just a few months after General Omar Bradley had declared that the amphibious assault was obsolete, an operation of the past.[21]

This sixty-year period has been entitled "the era of transition" and quite properly so. It was a period of change from an ancient navy of sail and wood to a modern navy of steam and steel. It was an era when Marines continuously struggled for the privilege to fight as Marines. It was a period where only the strongest survived. It was a period when positive dynamic leadership was required and when leadership of every known type was needed and displayed. Situations changed. Locales ranged from the jungles of Panama to the trenches of France, the tropical islands of the South Pacific, and the northern snow-covered mountains of Korea.

When one thinks of transition, consider this contrast of some sixty years. On April 16, 1898, the Commandant of the Marine Corps was directed to prepare a battalion for duty in Cuba. Six days later the battalion was organized. On June 10, 1898,

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[21] Ibid., p. 530.

the battalion landed in Cuba. In October, 1962, it was discovered that Soviet missiles and launchers had been emplaced in Cuba and posed a grave threat to the security of the United States East Coast. Eleven hours after receiving the order to embark, a combat-equipped and ready-to-fight battalion of Marines from Camp Pendleton, California, was landed at Guantanamo Bay, Cuba. An era of transition indeed!

What was needed in this era of transition? Leadership of men! The ability to use all the skills of those years of training and experience was demanded of the leaders of this period. Those skills are needed even more today to lead men in combat and in planning for combat. We must never lose sight of the fact that the best piece of equipment is useless without the attention of men skilled in its use. Wars are not won by machines, but by the men using them, men who are inspired and guided by proper leadership.

Lieutenant General

John Archer Lejeune

United States Marine Corps

Department of Defense (Marine Corps) 302139

CHAPTER II

JOHN ARCHER LEJEUNE

Lieutenant General John Archer Lejeune, U. S. Marine Corps, was the first Marine appointed to the rank of Lieutenant General on the retired list. He was the second Marine appointed to that rank following Lieutenant General Thomas Holcomb, then Commandant of the Marine Corps,[1] who was appointed in January 1942. General Lejeune was the first Marine general to command an infantry division in combat. Major General Lejeune commanded the Second Division, American Expeditionary Forces, which was composed of Marine and Army infantry brigades, and Army combat support and combat service support organizations.[2] General Lejeune was the thirteenth Commandant of the Marine Corps and served in that position from June 20, 1920, to March 5, 1929.

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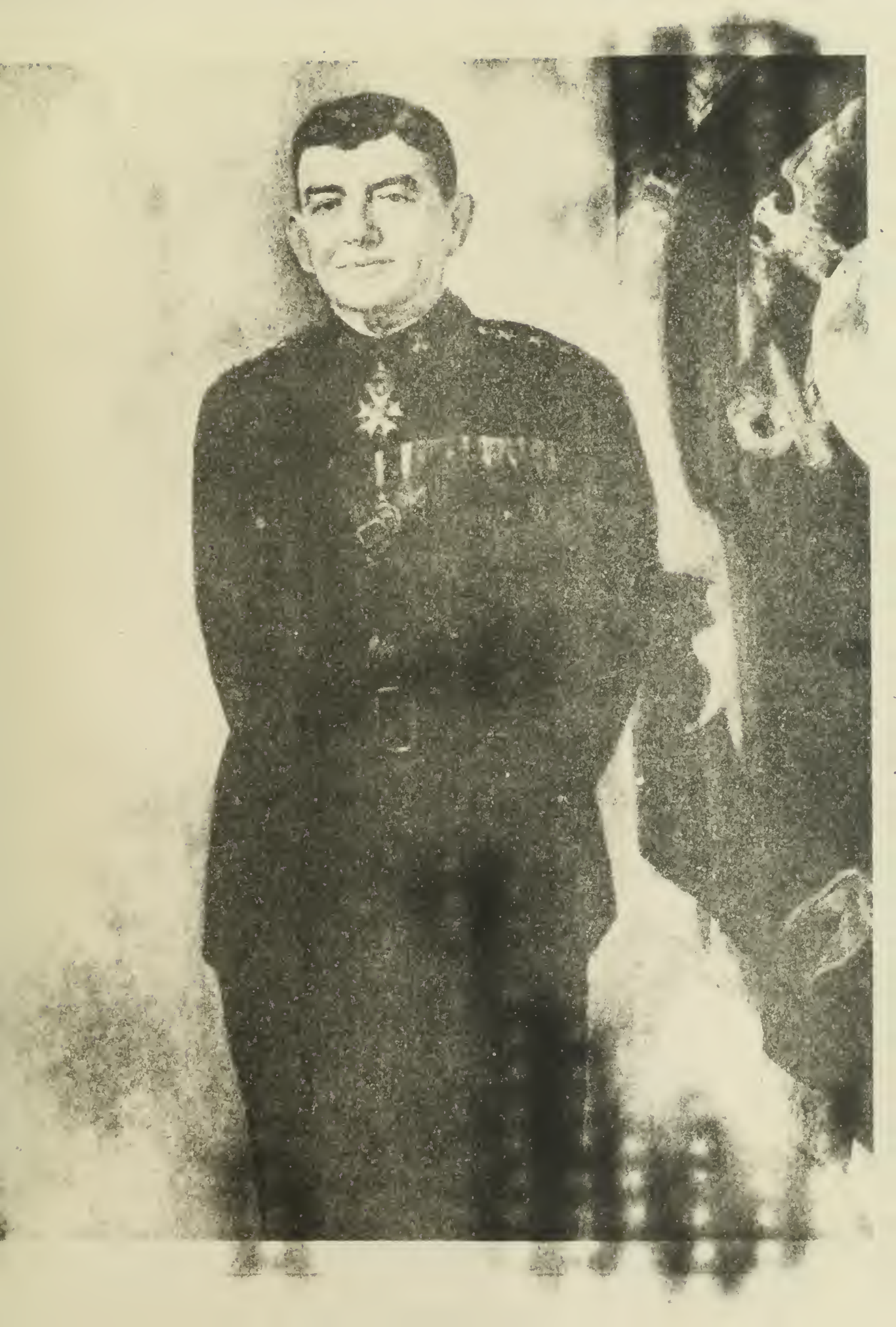
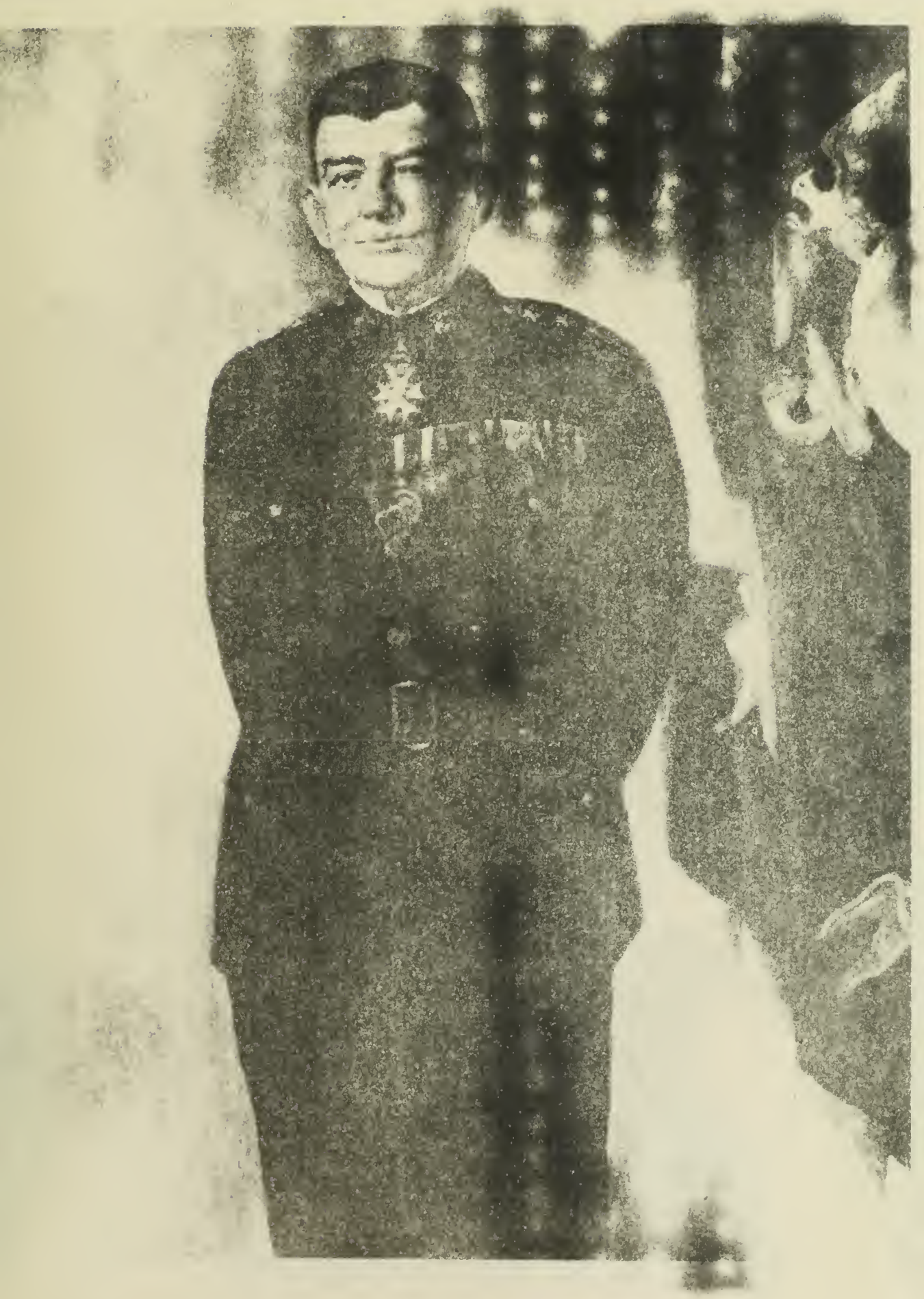
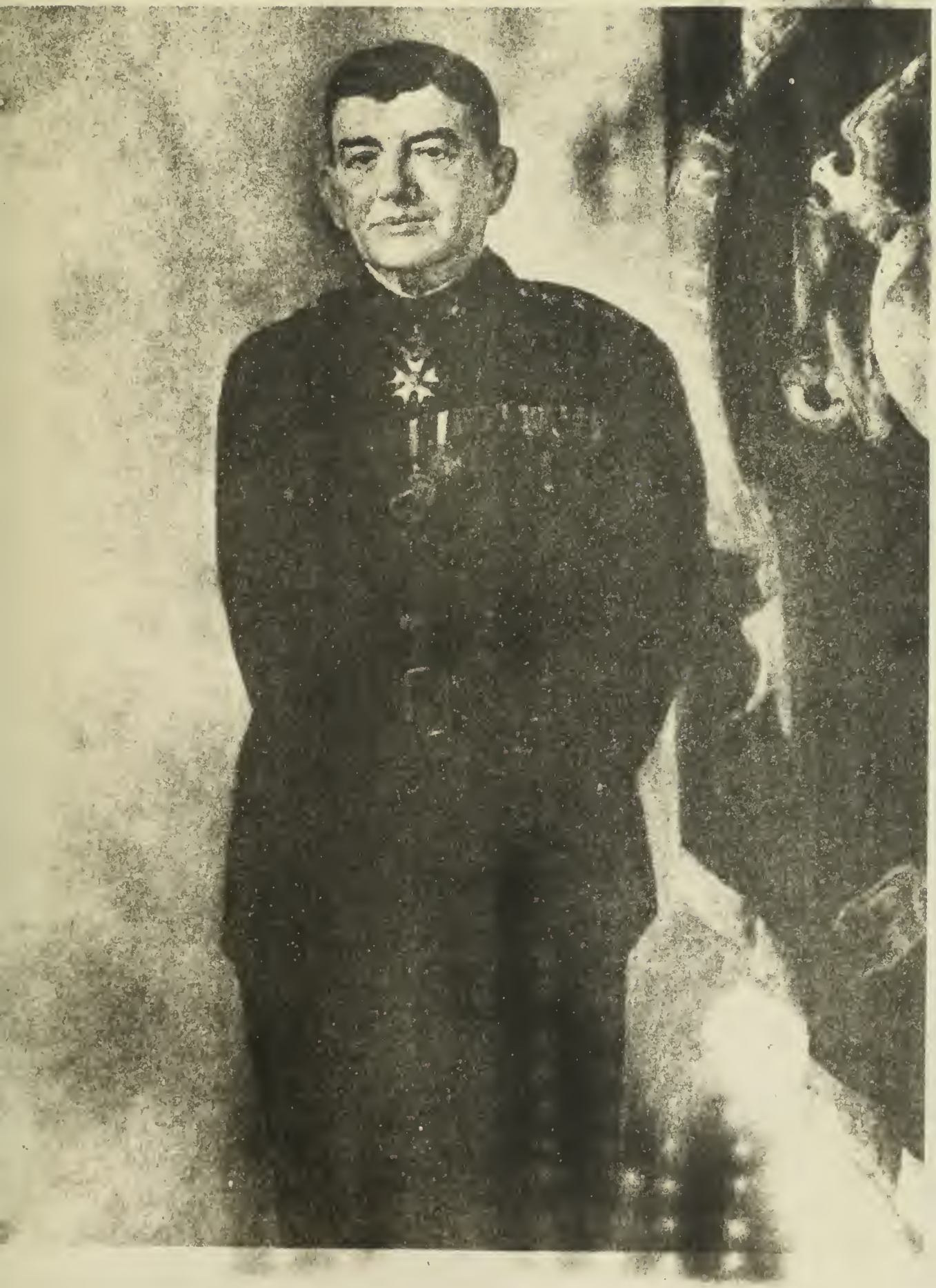
[1]Register of Commissioned and Warrant Officers of the United States Navy and Marine Corps. (Washington: U.S. Government Printing Office), July 1, 1942.

Letter of Appointment of John A. Lejeune to Lieutenant General, USMC, of April 10, 1942, signed by Frank Knox, Secretary of the Navy and Franklin D. Roosevelt, President. John A. Lejeune File, Headquarters Marine Corps.

[2]Assistant Chief of Staff G-3, Memorandum for the Record A03E/JDT/DMO'Q-sc of February 17, 1955. John A. Lejeune File, Headquarters Marine Corps.







General Lejeune served in campaigns in North, South and Central America, in Europe, in Asia, and in the islands of the Pacific. Having completed over 45 years service, Major General Lejeune retired at his own request from active duty on November 12, 1929.[3] General Lejeune also is renowned for having been instrumental in founding the Marine Corps Association, a professional organization of Marines. General Lejeune's retirement was not a signal for inactivity, but a rededication of effort in the field of education. Seven months after his retirement from the Marine Corps, General Lejeune became Superintendant of the Virginia Military Institute, a school of great history and tradition.

John Archer Lejeune was not a typical product of the times, rather it appears that he was the result of a family who contended with the present and intuitively recognized the needs of the future. This is born out in the philosophies of his mother. Lejeune stated in his book, "The Reminiscences of A Marine" that his mother was imbued with the conviction that a good education was the best legacy to be left to children. Lejeune was born on January 10, 1867, on his father's cotton plantation in Pointe Coupee Parish, Louisiana. Times could scarcely have been worse. His father, Ovide Lejeune, became bankrupt shortly thereafter and lost their home and lands. His

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[3]Commandant Marine Corps letter 0550-1 and 3 ACC-njw of July 11, 1929, to General Lejeune, signed by Major General W. S. Neville. John A. Lejeune File, Headquarters Marine Corps.

father had served as a Captain in the first Louisiana Cavalry, Confederate Army, although he had voted against secession.[4] This period of history in the South was the Dark Ages of the United States. Law and order were not the plan of the day. Corruption and reconstruction went hand in glove. The government failed to provide its citizens with protection, education, or any other community support that today is taken for granted. It was a period of chaos and confusion, a black mark on our history, the wounds of which were long in healing and created many adverse results.

Public schools were unknown in the Reconstruction Era. This is probably fortunate for Lejeune. When he was about seven years old his mother began to tutor him and provided the foundation for future knowledge. Subsequently, she opened a school which continued for nearly twenty years. His mother, in spite of her multiple tasks, always attended church, which was some eight miles distant. Lejeune, in a draft of an article for the Times Picayune, commented about how thorough, painstaking, and patient a teacher his mother had been.[5] Not only was his mother active in public education and her own Episcopal Church community, she also helped prepare Catholic children for Communion. His mother's influence for good in the community made

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[4]John A. Lejeune, The Reminiscences of A Marine, (Philadelphia: Dorance and Company, 1930), p. 20.

[5]J. A. Lejeune. Undated draft (1st installment) of article for New Orleans Times Picayune. John A. Lejeune Papers, Library of Congress.

a lasting impression on Lejeune.

The populace of Pointe Coupee not only lacked public schools, but also the vital levees were not kept up and roads were, more frequently than not, impassable. Courts and offices of the law failed to protect the citizens from the depredations of the lawless. Lejeune's father served as an active leader in the community trying to surmount these problems. Yet, when Lejeune was not in school, he was with his father.[6] He was encouraged by his father to be an avid and voracious reader; he concentrated on the Napoleonic and Civil wars. General Pierre Gustave Toulant Beauregard, a famous confederate general from Louisiana was said to be the boyhood idol of Lejeune. From his father, Lejeune learned the attributes of being a man, having a high sense of honor, and never being a "bully".

Lejeune's first contact with the U. S. Marine Corps was in Natchez, Mississippi, in 1880, his first year at John Archer's school for boys. The USS Alliance was making a good will cruise on the Mississippi. The students visited the ship for patriotic and educational purposes. The visit was particularly impressive for Lejeune, for here he not only saw his first man of war, but he also observed the Marine officer of the ship. Lejeune was singularly attracted to him by his distinctive uniform.

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[6] Ibid., Third installment.

In 1881, Lejeune entered Louisiana State University at Baton Rouge. It was here that Lejeune received the rudiments of his military training. It was also at Louisiana State that his scholarly attributes began to manifest themselves. In the report ending July 1883, he was marked as distinguished in all his classes, standing 1, 1, 4, 1, and 2 respectively in his academic subjects. Additionally, the report stated that he showed "scholarly attributes".[7] Lejeune later stated:

> My experience at the University was not only of great benefit to me from the standpoint of mental training and education, but was of even greater advantage because of the physical training, the discipline, and the habits of military obedience and military command which were inculcated there.[8]

During his days with his father, Lejeune was taught to hold General Robert E. Lee as the epitomy of noble qualities because of his conduct both during and following the Civil War. These teachings impressed him with the virtue and standards of West Point. As a result, he earnestly sought an appointment to the military academy, but instead obtained an appointment to the U. S. Naval Academy in 1884. His father continued to impress upon his son the obligations he would incur in going to the service academy and the requirement for unswerving loyalty to his country. These fundamental philosophies, these simple truths and teachings of his parents, were the foundation of the man.

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[7]Louisiana State University, A.and M.College, Baton Rouge, Louisiana. Report ending July 1883, Cadet Lejeune, J.A. John A. Lejeune Papers, Library of Congress.

[8]Lejeune, op. cit., 32.

Lejeune's days as a Midshipman were not without their trials and tribulations. He continued to excel academically as he had done at Louisiana State University. A report for the fourth class shows that he stood 2, 2, 2, and 39.[9] His academic skill did not, however, prevent him from the normal problems of acquiring demerits. During the month of November, 1885, he received 23 demerits, for the year, 77. Lejeune certainly could not be labelled as anything connoting a book worm or non-participant. Lejeune continued to distinguish himself academically throughout his years at the Naval Academy. It should be mentioned here that graduation and commissioning from the Naval Academy then required four years at Annapolis followed by two years at sea as a Naval Cadet.

It was during the last year at sea that Lejeune first displayed his coolness and courage in the face of death. He was serving as a Naval Cadet aboard the USS Vandalia. The ship along with others was hurriedly dispatched from Mare Island, California, to Apia, Samoa, to protect American interests. The squadron arrived on February 22, 1890. The harbor was filled with British, German, and U. S. warships. No untoward political incidents developed; the show of force sufficed. On the afternoon of March 14th, the barometer began to fall. Twenty-four hours later a violent tropical typhoon struck with winds

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[9]U.S. Naval Academy, Annapolis, Maryland. Report ending November 28, 1885. 4th Class (72 members) Naval Cadet John A. Lejeune. John A. Lejeune Papers, Library of Congress.

probably in excess of 100 knots. The seas and winds overwhelmed the fleets at anchor. Several ships were sunk, dragging their anchors and smashing on the coral reefs. The Vandalia tried to shift moorings, but instead was driven aground. The ship was engulfed by the monstrous waves. Cabins were smashed, life boats ripped from their stanchions, and the decks ripped up. Some of the crew were swept overboard; others, including Lejeune, secured themselves to the rigging. On the afternoon of the 16th, the USS Trenton was able to rescue them from the rigging, although the storm continued unabated.[10]

In a report from the Commander of the survivors of the Vandalia, Lejeune and two other Naval Cadets were cited, "did their duty in a most commendable manner distinguishing themselves for coolness, zeal and pluck".[11] Lejeune continued to distinguish himself as a Naval Cadet during the rest of his tour at sea. He was commended for his attention to duty and intelligence and recommended for promotion.[12] These characteristics stood Lejeune in good stead in the years to follow and

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[10]John P. Danning, "The Great Storm at Samoa", St. Nicholas, Vol XVII (February, 1890) John A. Lejeune Papers, Library of Congress.

[11]Letter from Lieutenant J. W. Catlin, USN to Rear Admiral Kimberly, Commanding U.S. Naval Forces in the Pacific Station, March 25, 1889. John A. Lejeune Papers, Library of Congress.

[12]Letter from Commanding Officer, USS Adams to the Secretary of the Navy, February 28, 1890. John A. Lejeune Papers, Library of Congress.

clearly indicated the strength of character that was to be thoroughly tested. Even the Senator from Louisiana, R. L. Gibson,[13] took the time and effort to congratulate Lejeune on June 22, 1890 for his high academic achievement (6th in his class)[14] as a Midshipman and his gallant service in Samoa.

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[13]Letter from Senator R. L. Gibson of Louisiana to John A. Lejeune, June 22, 1890. John A. Lejeune Papers, Library of Congress.

[14]Lejeune, op. cit., p. 90.

Midshipman

John A. Lejeune

United States Naval Academy Class 1888

Department of Defense (Marine Corps) 522067

Lejeune was commissioned in the U. S. Marine Corps on July 1, 1890, the beginning of a long, illustrious, and unparalled career. The Navy would have had him serve in the Engineering Corps, but through the assistance of Senator Gibson, Lejeune was able to enter the Naval Service in the Marine Corps. In restrospect, in reviewing his reasons for entering the Marine Corps, Lejeune stated:

> First of all, I promptly eliminated the Engineer Corps, because I had no bent for mechanical engineering. The choice between the line of the Navy and the Marine Corps was much more difficult to arrive at, and I gave much thought to the subject and weighed the pros and cons with great care. For instance, I liked going to sea occassionally, but not for the greater part of my life; I preferred the military to the naval side of my profession; . . . . I realized that whatever ability I had lay in the direction of handling and controlling men rather than in the direction of handling and controlling machinery. From my own standpoint, therefore, the Marine Corps seemed to possess more advantages and less disadvantages than did the other branches of the naval service, and I made my decision accordingly.[15]

Lejeune's initial stations and duties in the Marine Corps were typical of the times. He served first at Marine Barracks, New York; Marine Barracks, Norfolk, Virginia; and subsequently aboard the USS Bennington. He commanded the Marine guard aboard the USS Cincinnati during the Spanish-American War. During this tour, he again distinguished himself for courage and indomitable spirit. He was cited by Rear Admiral Chester as follows:

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[15]Ibid., 91.

> In charge of his Division, Lieutenant Lejeune took an effective part in the engagement with the shore batteries at Matanaz, Cuba, April 25, 1898, where he displayed marked courage under fire and handled his men well. He was sent in command of a force of men to the relief of a landing party from the squadron beleaguered by the enemy in the lighthouse, San Juan Point, Porto Rico in August 1898, the force being released from a dangerous position with creditable results . . . .
>
> I consider (him) to be one of the best officers in the Marine Corps.[16]

Here was the initial display of courage and leadership in combat by Lejeune as observed by a senior. Lejeune equally impressed his contemporaries during this same period of time. A shipmate from the USS Cincinnati wrote this to a congressman regarding Lejeune's conduct during the same time: ". . . . and while he is modest and unassuming, he has the strength of character and decision, and courage combined of a Stonewall Jackson . . . .".[17]

Recognition from peers as well as seniors is a true mark of distinction. During his tour aboard the USS Cincinnati, Lejeune demonstrated his loyalty to the Corps and his intuitive judgment of the needs of the service. At that time, a small

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[16]Letter from Rear Admiral C. M. Chester, USN to the Secretary of the Navy, May 26, 1910. John A. Lejeune Papers, Library of Congress.

[17]Letter from Lieutenant Commander F. L. Sanchez, USN (Ret) to Congressman Estopinal, November 14, 1913. John A. Lejeune Papers, Library of Congress.

group of the Navy were advocating the exclusion of Marines from service with the fleet and thus the elimination of the Marine Corps. After being rebutted by the ship's executive officer, Lejeune addressed a letter to the commanding officer seeking an increase in the detachment's duties. The request was approved, and Lejeune vowed then that only by continuous outstanding service could the Corps be perpetuated. To him this meant united, industrious, intelligent, and conscientious performance of duty.[18] Here, as a Lieutenant, he clearly demonstrated the qualities of leadership -- intelligence, foresight, courage, and force that are universally recognized both in business and in the military.

Lejeune's tour of duty in Panama as a Major, commanding a battalion of Marines, again demonstrated the leadership qualities already mentioned, but gave credence to his recognition of human needs. The Isthmus of Panama was at that time the apex of filth and disease. Although, he contracted malaria, his efforts protected the majority of his troops from this dreaded disease and also from yellow fever. He was commended by the Commandant of the Marine Corps for his efforts in this regard.[19]

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[18]Robert B. Asprey, "John A. Lejeune: True Soldier", The Marine Corps Gazette, Vol. 46 (April 1962), p. 34-41.

[19]CMC letter to Major J. A. Lejeune, May 16, 1904. John A. Lejeune Papers, Library of Congress.

This was a unique commendation, for the Commandant was actually in command in Panama during a part of this period and could make personal observation rather than glean facts from reports.

Lejeune insisted on discipline of the strictest type and the closest supervision. This implies both the positive value of maintaining order and operation and the negative value of punishment. He required complete compliance with orders and regulations. Yet, he was not a martinet. His men were urged to participate in athletics. Recreation parties were formed. Officers were billeted under practically the same conditions as were the troops. Liberty was granted to the troops and, as long as no disturbances were created by troops returning from liberty, they were not subject to restriction or other punishment. Officers were encouraged to be concerned with the personal welfare of each man and to ensure his well being. Lejeune practiced one of the basic tenets of the Marine Corps, "Take care of the troops". These elements of leadership displayed in 1903-1904 are as valid today as they were 60 years ago. During this period, Rear Admiral Coghlan, Commander of the U. S. Caribbean Squadron, praised Lejeune for his diplomacy as well as his leadership.

He continued to distinguish himself as the Commanding Officer, Marine Barracks, Washington, D.C., and on various boards in Headquarters, Marine Corps. His frequent assignment

to boards must have been positive proof of his unique capabilities and an indication of recognition of these abilities by his seniors. During the period of 1907-1909, he served with the Brigade of Marines in the Philippines. It was here that he had his first contact with General John J. Pershing, Major James G. Harbord and several other members of the Army.

In 1909, when Lejeune and his family returned to Washington, D.C., the Marine Corps had slightly more than 9,000 officers and men. Decisions that today would be made by a staff officer in the name of the Commandant were then in fact made by the Commandant. The Commandant actually discussed with Lieutenant Colonel Lejeune his next assignment. It was determined that he would attend the Army War College, a turning point in his military career. Lejeune was especially praised for his efforts at the War College. The President of the Army War College had this to say: "I consider Lieutenant Colonel Lejeune fit for high command or for duty as Chief of Staff of a Department or a Division in the field and commend him to your consideration".[20]

The Acting Secretary of War wrote the following citation to the Secretary of the Navy in recognition of Lejeune's performance at the War College:

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[20]Letter from Brigadier General W.W. Wotherspoon of October 31, 1910, to the Commandant of the Marine Corps. John A. Lejeune File, Headquarters Marine Corps.

> (Lieutenant Colonel Lejeune) has not only shown painstaking industry and steady application, but has also displayed high order of military intelligence in the work of the College Course; this, no less in field work connected with battle field studies, staff, and tactical rides and maneuver camps of the College, than in the more academic General Staff studies conducted indoors.[21]

Lejeune again had distinguished himself.

Lejeune was assigned from the War College to Command the Marine Barracks at New York. Nearly 500 men were stationed there including 125 recruits undergoing initial training. This proved to be another challenge for Lejeune. The annual Inspector General's reports had been less than complimentary about the Barracks. One by one, Lejeune began to correct these problems. Discipline was strict, but fair and equal for all. Personal interest in the men was shown. He, as in Panama, recognized the need for moral, physical and mental improvement of the troops. He implemented a program, with the support of the YMCA, to accomplish these goals along with improved living conditions for the men. The Secretary of the YMCA displayed such interest and zest in his work that he even accompanied the Marines from the Barracks on two overseas expeditions in order to provide continuity to the program. These efforts on behalf of the men were not wasted. Thirty-seven enlisted Marines, in a rebuttal of an editorial in the Brooklyn Daily Eagle of July

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[21]Letter from Robert Shaw Oliver, Acting Secretary of War to the Secretary of the Navy, November 10, 1910. John A. Lejeune File, Headquarters Marine Corps.

8-10, 1911, signed a letter supporting Lejeune and his campaign to improve the discipline and welfare of the Barracks. He had earned the respect and admiration of the troops by his fairness and support.

The problems of command and leadership that plagued Lejeune were not dissimilar to those encountered today. On May 9, 1912, the Commandant of the Marine Corps and members of his staff inspected Marine Barracks, New York. An excerpt from the report that was sent to Lieutenant Colonel John A. Lejeune commended him as follows: ". . . . excellent system of discipline and general good management of the post inaugurated by you." Then followed typical other comments regarding irregularities observed. These comments could apply today to nearly any organization as they did over fifty years ago. In this same letter from the Commandant a reader cannot help but be amused by these observations which all Marine officers have to contend with:

> c. Notices and sketches of an undignified nature were posted on the barracks door.
>
> d. In several cases pencil drawings have been made on the walls . . . . some being rendered indecent by pencil marks thereon.[22]

The troops may not have had Esquire and Playboy, but their ideas

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[22]Commandant of the Marine Corps letter to Commanding Officer, Marine Barracks, May 22, 1912. John A. Lejeune File. Headquarters Marine Corps.

were the same. The problems of Lejeune are not unlike those today. Technical skills have improved; we have improved our scientific knowledge; we communicate more rapidly, but leadership, recognition of the man, has not changed regardless of quantification.

During his tenure as Commanding Officer of the Marine Barracks, expeditionary forces under his command were sent to Cuba, Panama, Puerto Rico, and Vera Cruz, Mexico. In addition, he served on several boards and courts. Lejeune may have set a record in this regard, but not one of his choosing. During the period of 1891-1899, he served on over fifty General Courts. Service on this multitude of courts and boards must have had considerable impact on his approach to discipline, leadership, and command. Lejeune was not without a sense of humor. In referring to his frequent expeditions from Marine Barracks, New York he commented:

> The Marine Corps, however, played true to form so far as the Second Regiment was concerned, as on the day before Thanksgiving my orders were received directing me to proceed to Philadelphia immediately and assume command of the Second Regiment which was being assembled there.[23]

Marines hear the same comment over and over again today even though the organization is structured differently. Prior to World War I, it was the practice to organize provisional brigades

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[23]Lejeune, op. cit., 201.

consisting of units from several barracks located all along the coasts. These units had not trained together and were not familiar with unique characteristics of each other's modus operandi. The fact that these units were as effective and efficient as they were speaks well for the leaders of that era. Today, the Corps tries to ensure that units spend several weeks training together prior to commitment to combat to develop a smooth-working team. The tasks of leadership were made much more difficult by the organizational posture of the times. This lack of unit integrity was a facet Lejeune tried to overcome in France in the Second Division and later when he served as Commandant.

As a result of his service in Santiago, Cuba, Lejeune was commended by Mr. D. B. Whitaker, Vice President and General Manager of the Jurango Iron Company:

> I cannot praise too highly the soldierly bearing, faithful performance of duty and high state of discipline of the officers and men . . . . Colonel Lejeune seems to be conspicuous among them as an honour to his profession and a credit to the service.[24]

Lejeune's abilities were recognized by his peers and associates, by his seniors and his subordinates, in fact by all with whom he had contact.

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[24]Mr. D. B. Whitaker letter to the Secretary of the Navy, December 20, 1912. John A. Lejeune Papers, Library of Congress.

Within the U. S. Marine Corps, Lejeune is considered to be one of its foremost leaders. Lejeune was not only a leader of troops in the barracks and field, but he also recognized their spiritual and intellectual needs. He recognized the need for a medium in which the strong bonds of esprit could be fostered and perpetuated. While serving at Guantanamo Bay, Cuba, with the Second Marine Provisional Brigade, a small group of officers under the leadership of Lejeune banded together on April 25, 1913, for the purpose of:

> recording and publishing the story of the Marine Corps; publishing a periodical journal for the dissemination of information concerning the aims, purposes and deeds of the Corps and the interchange of ideas for the betterment and improvement of its officers and men.[25]

Due to the exigencies of the service and recurring expeditions, the goal of publishing a journal was delayed for three years. The initial activities of the association were limited to interesting other Marines in the association and its goals.

Lejeune's excellence, his performance of duty, his intellectual prowess, and his demonstrated leadership abilities were obvious to all. In 1913, he was strongly considered for Commandant, but Secretary of the Navy, Josephus Daniels, selected Colonel Barnett instead of Lieutenant Colonel Lejeune.

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[25]John A. Lejeune, "The Marine Corps Association", The Marine Corps Gazette, Volume I (March 1916), p. 73.

His relative youth and rank militated against his selection, a fortunate circumstance for the service and Lejeune. If he had been selected, he probably would not have been the Commanding General of the Second Division, A. E. F., during World War I. Instead, Major General Barnett requested that Colonel Lejeune serve as the Assistant to the Commandant, to which he was assigned in January 1915. His two years in this role established his rapport and reputation with Congress as a man of honor, forthrightness, and decision.

Lejeune arrived in France as a Brigadier General in June, 1918. General Pershing's original decision was to place Lejeune on a staff. He initially was assigned as an observer with the 35th Division and then as Commander of the 64th Brigade. Three weeks later he was detached and ordered to command the 4th Brigade (Marines) and on July 28th, was designated as Commanding General, Second Division, A.E.F. The records of this division are practically unsurpassed in the annals of military history.

Between the period of July 28, 1918, and November 11, 1918, the division fought in three major battles with the enemy. During that period of time, except in moving from one position to another, it was never out of sound of the guns. In these three battles, St. Mihiel, Blanc Mont Ridge, and Meuse-Argonne it advanced over 40 kilometers against nearly thirty-nine enemy divisions or elements thereof. According to a report submitted

by Colonel H. B. Myers, U.S. Army, Chief of Staff of the Second Division, these results were obtained due to the magnificent fighting qualities, perfect coordination of arms, the resourcefulness and skill of his staff under the inspiring leadership of Lejeune. General Gouroud, General Petain, and other renowned French military leaders regarded Lejeune's judgment in military science as extraordinary. He won the respect and admiration of other nationals and other services for his brilliant tactics.

There was another side to Lejeune other than the brilliant, forceful and energetic tactician, the side that endeared him to his men and officers and enabled him to be the truly great leader he was. One story is told: "I remember turning a sharp corner in Neuweich, Germany, during the days of the Army of Occupation and colliding with him (General Lejeune) violently. Although I was a private and he was a general, he was profuse in his apologies".[26]
Could there be a better example of humbleness, a quality desired but seldom found in such a strong person.

One of the most striking examples of humility and reverence is best illustrated in this letter:

> It has been a tremendous honor to have had the privilege to serve under your courageous command. Your fearlessness, your determination, your patience, your optimism have been the forces that inspired every man and officer . . . .

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[26]Letter from Mr. J. Grant Frye, Lawyer, Cape Girardeau, Mississippi, to Mrs. J. A. Lejeune, August 29, 1950. John A. Lejeune Papers, Library of Congress.

> I want to thank you for a personal service that you unconsciously rendered me the night your P.C. (Post of Command) was at Landres et St. Georges. Your kneeling down before retiring awakened me to a realization of how weak was the courage of my conviction . . . . The night of November 1-2 will ever live in my memory not because of the beginning of a glorious end, but because of that simple act in a shell shattered house just taken from the enemy.[27]

This letter was written by a Navy surgeon who was serving with the Second Division, A.E.F., and happened to be in the P.C. when Lejeune was preparing to rest after going more than 36 hours without rest and just prior to the last major offensive of the Second Division.

One of the many amazing facets of Lejeune was his kindness and consideration for the feelings of others. Normally, service tradition expects the unit commander to write a personal letter of condolence to the next of kin for men in his command who have been killed or seriously wounded. As the division commanding general, Lejeune wrote extensive letters to the bereaved families of members of his division. Records do not show that this was done in each instance, a herculean task, but the files do show that he tried to correspond with as many as was physically possible. There are no indications to derive any specific criteria in the selection of correspondents. It is difficult to concieve of an individual so conscientious and

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[27]Letter from Lieutenant Commander J. T. Boone, U.S. Navy, Medical Corps to Major General Lejeune, January 23, 1919. John A. Lejeune Papers, Library of Congress.

concerned with what he obviously believed to be a moral and spiritual obligation. Lejeune never overlooked his obligations to the men and officers of his command and to his duty.

Major General Lejeune took command of the Second Division on July 28, 1918. In the remaining 3½ months of the war he established a record of command and leadership that stands alone today. One ponders what manner of man was this who achieved the seemingly impossible. He led a division to victory under the most trying and difficult situations; he won the respect and admiration of all, not just his seniors. In late January 1919, he received this letter: "The enlisted men of Company "A", 9th Infantry, send this token of esteem to the best Division Commander in any army, a leader we are proud to have fought under and whom we wish to continue to serve under."[28] And equally as impressive and supporting the premise of his effect on his seniors was this letter from General Pershing after completing an inspection of the Second Division:

> It was with great satisfaction that I observed the splendid condition of the officers and men of the 2nd Division . . . . Nothing revealed more clearly the high morale of the troops under your command than the pride in their personal appearance which was evident at that time. . . .[29]

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[28]Letter from 1st Sergeant Frederick Sowarby to Major General Lejeune, USMC, January 20, 1919. John A. Lejeune Papers, Library of Congress.

[29]Letter from General Pershing to Major General Lejeune, March 26, 1919. John A. Lejeune Papers, Library of Congress.

The accolades Lejeune received for his service in France are practically a book in themselves and provide further credence for the belief in his outstanding abilities.

Lejeune had very specific beliefs in practicing leadership that contributed to his success. This can best be expressed in his own words:

> I deemed my highest duty to be the welding of all units into a harmonious whole, and the kindling and fostering of a division spirit, or esprit, which would animate the hearts of all its officers and men.
>
> There is no substitute for the spiritual in war. Miracles must be wrought if victories are to be won, and to work miracles men's hearts must be afire with self-sacrificing love for each other, for their units, for their division, and for their country . . . . and death becomes preferable to defeat or dishonor.
>
> Fortunate indeed is the leader who commands such men, and it is his most sacred duty to purify his own soul and to cast out from it all unworthy motives, for men are quick to detect pretense or insincerity in their leaders, and worse than useless as a leader is a man in whom they find evidences of hypocrisy or undue timidity, or whose acts do not square with his words.
>
> To be a really successful leader, a senior officer must avoid aloofness too. He should not place himself on a pedestal . . . . but he must come down to the ground where they are struggling and mingle with them as a friend and as a father. . . . (The men must) feel that their chief has their welfare at heart and he is full of human sympathy for them.
>
> I made it a rule never to reprimand an enlisted man or censure an officer in the presence of his men. . . . Kindness and justice combined with severe punishment of serious offenders will, I believe, result in a higher state of discipline than can be produced by constant nagging and by unduly harsh punishments for petty offenses.

> A Division Commander, too, must stand ready to fight for his men, even at the risk of offending higher commanders. . . . It is indeed true that in war the spiritual is to the material as three or even four to one.[30]

Lejeune practiced what he preached. Two days after the armistice the Second Division was ordered, in the middle of the night, to march some 60 kilometers as a result of a staff not having complete information. The staff officer who passed the order to the Second Division did not want to wake the Corps Commander. Lejeune is said to have retorted, "It is better to wake one General than to have 25,000 sick and exhausted men march 60 kilometers and I will do it myself". The General was awakened and the order was changed. The saga of the Second Division in World War I will long be reviewed and studied as a military classic of tactics and of men and their leader.

Lejeune became the thirteenth Commandant of the Marine Corps on June 30, 1920. To this position he brought with him the belief that discipline was the foundation for military and for all success. He believed in the essential element of esprit and a deep love for his country and his service. Several vital changes were made during his tenure. To try to designate any one as the most important would be nearly invalid and strictly a point of view. Lejeune firmly believed in the need for education. He believed that through education of our people

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[30]Lejeune, op. cit., p. 307-308.

(the citizens of the United States) that they would act together for the resolution of their problems and the strengthening of their nation. To this end he had developed the Marine Corps Schools at Quantico, Virginia, and the Marine Corps Institute (a correspondence school system). During his tenure, the evolution of the amphibious mission as the primary role of the Marine Corps can be found. He was instrumental in developing Headquarters Marine Corps into a functioning general staff system. The basic plans or outline that provided for the conquest of the Pacific Theatre during World War II were developed at Quantico while he was Commandant. From him, the modern Fleet Marine Force concept is said to have evolved. He advocated a mobile flexible Marine force and a strong and ready Navy. Preparedness prevents war was his thesis. The Commandant's annual birthday message that is read to all Marines wherever they may be serving was written by Lejeune while he was the Commandant.[31] The same message is still read today and is a vital part of the spirit and tradition of the Marine Corps. It is a viable legacy.

One of the most pressing problems facing Lejeune after he took office as Commandant was the allegation of misconduct of Marines in Haiti. A New York newspaper was violent in its

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[31]Interview with Lieutenant Colonel Leon N. Utter, U.S. Marine Corps. Washington, D.C. January 13, 1967.

criticism of the Corps. Lejeune proceeded to Haiti to see the facts for himself. During this trip, Captain Lewis B. Puller of the Haitian Gendarmerie met the Commandant on the porch of a messhall in Mirebalois where Lejeune was talking with the district commander. A Marine patrol, just returning from several long hard days in the jungle, ambled by. They were unshaven and disheveled. The district commander began to make excuses and Lejeune exploded with:

> Colonel, I'm a field soldier. I don't give a damn what the men look like in the field. Only one thing interests me - that's ending this war. Don't waste your time shining them up for jungle work. Our only objective is success, and I demand that.[32]

Lejeune won Puller's everlasting respect.

Lieutenant General John Archer Lejeune was a man of strong character who commanded the respect of all who came in contact with him. He acquired the best reputation for integrity and ability of any officer who had ever served in the Marine Corps.[33] This reputation existed in the other armed services and in Congress as well. He was a man of humbleness and humility with a firm belief in the rights of others. He demanded discipline and strict justice, but not pettiness. Courageousness, boldness, aggressiveness, zeal, pluck, and determination

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[32]Burke Davis, Marine! The Life of Lieutenant General Lewis B. ("Chesty") Puller, USMC (Ret.) (Boston: Little, Brown and Company, 1962) p. 42.

[33]Clyde H. Metcalf, A History of the United States Marine Corps (New York: Putnam, 1939), 542.

were traits he repeatedly demonstrated from his days as a Naval Cadet. Loyalty was a most prominent part of his character. He defended his officers and men, for he was a strong believer in esprit and unit integrity. He felt that the commander was responsible for all his unit did or failed to do and that a man of any rank could not shirk the responsibility of his position. Lejeune was distinguished for his extreme regard for the well being of his troops. He considered no difficulty too great, no task too strenuous to be undertaken to improve their environment in every possible aspect. The General was calm and thoughtful under the most difficult conditions. He was an astute student of his profession. Lejeune believed in himself, without conceit, but believed in an even higher power; his religious convictions were strong and unwavering. Lejeune was an avid writer and a voracious reader, a student throughout his career. He was certainly an ambitious man, a planner, a conceiver, and a doer. He could be described as both an intellectual leader and a spiritual leader and one who led by precept and personal example, never losing contact with the individual Marine, regardless of his position. This is a man who is difficult to emulate, but he has set an example to be strived for. This, then, is the heritage of Lieutenant General John A. Lejeune.

Lieutenant General

Holland M. Smith

United States Marine Corps

Department of Defense (Marine Corps) 38219

CHAPTER III

HOLLAND McTYEIRE SMITH

Lieutenant General Holland McTyeire Smith was retired from active duty with the United States Marine Corps on August 1, 1946. Having been specifically commended for performance of duty in combat, he was promoted to the rank of General when he was placed on the retired list.[1] General Smith had served his nation for over forty continuous years. Although educated as a lawyer at the Law School of the University of Alabama, he found that the musty labyrinths of the legal profession were too restrictive for a man of his temperment. Through his congressman, he sought a commission as a Second Lieutenant in the Army, but the Army had no openings for nearly a year.[2] His congressman, Army Lieutenant Colonel Ariosto A. Wiley, suggested that Smith consider the Marines. Smith is said to have answered, "What are Marines?". In February 1905, Smith took competitive entrance examinations for a commission as Second Lieutenant in

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[1]Secretary of the Navy letter 0913-1 DGB-303-fe of July 23, 1946 to Lieutenant General H.M. Smith, U.S. Marine Corps. H.M. Smith File, Headquarters Marine Corps.

[2]Holland M. Smith, Coral and Brass, (New York: Charles Scribner's Sons, 1948), p. 39.

the Marine Corps. These he passed successfully and was commissioned on March 10, 1905.

He was commissioned in the Marine Corps fifteen years after General Lejeune's commissioning and nearly nineteen years prior to General Puller's commissioning (for the second time). On April 13, 1905, he reported to the School of Application, at Marine Barracks, Annapolis, Maryland,[3] where he began to learn the art of being a Marine. From total ignorance of even the words "Marine Corps", he evolved as one of the foremost authorities and leaders in the field of amphibious warfare. His concepts in the field of amphibious warfare, and command and operational control in the conduct of amphibious assault have withstood the tests of time. His concepts became doctrine in World War II and continue to be doctrine in South East Asia today as Marines of the Seventh Fleet and Third Amphibious Forces continue to employ the same doctrines he developed.

Holland McTyeire Smith was born at Hatchechubbee, Alabama, on April 20, 1882. He was named after a great uncle who was a bishop in the Southern Methodist Episcopal Church. His parents had hoped that he would be inspired to follow in the path of his namesake. Smith grew up in a home steeped in the traditions of the old South. His mother possessed a keen business ability; his father was a successful lawyer and a member

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[3]H.M. Smith File, Headquarters Marine Corps.

of the State Legislature. His initial education was in a one-room country school house. At the age of sixteen, Smith entered Alabama Polytechnic Institute at Auburn, Alabama. Shortly after entering the Institute, he was proffered the opportunity to take the competitive examinations for the Naval Academy. His parents strongly objected, for to them, this was an acceptance of Northern philosophy, a most abhorent thought. Smith received his first contact with the rudiments of military training at the Institute. It was here that he had his first opportunity to study the art of war and particularly the genius of Napoleon. His avid study of Napoleon may have attributed to his lack of academic prowess. While at the Institute he did demonstrate considerable skill in track; later, at the University of Alabama, he won the 100, 200 and 440 yard dashes and the mile event in a single day. Smith barely graduated from the University of Alabama Law School in 1903. He then went into the practice of law in his father's office. One year of being the junior partner convinced him that there were other careers to be had and he turned to the military.[4]

After completing the course of instruction, at Marine Barracks, Annapolis, he joined a battalion at Marine Barracks, Washington, just in time to be sent to the Philippines, arriving

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[4]Smith, op. cit., p. 31-39.

there on May 11, 1906.[5] During the next eleven years he served aboard ship, in the United States, China, and in San Domingo. It was at Puerto Plata, San Domingo, that Captain Smith distinguished himself. He was commended for the assistance rendered to the USS Culoga by the Marines under his command.[6] This citation specifically praised Smith for his personal zeal under adverse and hazardous conditions as well as praising him for the attitudes and conduct of the men of his command. This was a positive reflection of the energy and leadership of Smith, for an organization is but the length and breadth of its leader. Smith also was cited by an entirely unexpected source during this period. Mr. N. L. Orme of the Central Railroad of Santa Domingo wrote directly to the Secretary of the Navy concerning Captain Smith's performance. Orme was particularly impressed by Smith's meticulous attention to the most minute detail and his almost all encompassing interests and activities. He summarized his comments with this: "Captain Smith had in a marked degree the two things in a man's character that the Spanish people think the most of. That is, courtesy to all and yet severe and inflexible".[7] These traits that Smith displayed were always to be a part of his legend, particularly in the amphibious campaigns of the Pacific in World War II.

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[5] H.M. Smith File, Headquarters Marine Corps.

[6] Secretary of the Navy letter of December 8, 1916, to Captain H.M. Smith, USMC, signed by Josephus Daniels. H.M. Smith File, Headquarters Marine Corps.

[7] N.L. Orme letter of June 5, 1917 to the Secretary of the Navy. H.M. Smith File, Headquarters, Marine Corps.

Captain

Holland M. Smith

United States Marine Corps

Department of Defense (Marine Corps) 517637

Major Smith spent the first four months of World War I in France training with the French infantry and in St. Nazaire with his company unloading transports. From November 1917 to February 1918, he was a student at the General Staff College, Langres, and then he joined the Fourth Marine Brigade. He served there in the Verdum Sector, Aisne-Marne Defensive (Chateau-Thierry), and Belleau Wood. For this service he was awarded the Croix de Guerre with Palm for his courage and ability "under extremely violent artillery and machine gun fire".[8] He was then assigned as a general staff officer with a U.S. Army Staff. It appears that Major Smith was the first Marine to serve in this status. This is an indicator of his administrative capabilities as well as his physical leadership traits. As a staff officer, most of his work was in the field of operations. The Chief of Staff of the Third Army thought so highly of Major Smith that Smith was recommended for battlefield promotion. In fact, the Army recommended him four different times.[9] Smith's loyalty, gallantry, energy, and accuracy were in particular commended; special emphasis was given to his ability to detect and correct

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[8]Adjutant General of the Army letter of August 22, 1919 to the Major General Commandant. H.M. Smith File, Headquarters Marine Corps.

[9]J.G. Harbord, Chief of Staff, Third Army, AEF, letter SGS 102 of March 12, 1919, to the Major General Commandant, USMC. H.M. Smith File, Headquarters Marine Corps.

errors and ommissions on the spot. In 1923, Smith was recommended for a Navy Cross for his service in France by former members of the Third Army; Major General Lejeune supported this recommendation.[10] Major Smith possessed the physical leadership traits.

Smith had more than raw physical type leadership. He was an intelligent student of war and its demands on its leaders. Smith placed discipline as one of the most important elements of leadership in the military sphere. He required and he practiced hard, inflexible, logical, and above all just discipline for all. He did not tolerate two sets of laws for his men and officers. Discipline was continuous, not spasmodic. He felt that lack of discipline in a unit implied lack of leadership. Secondly, he insisted upon loyalty, not just blind adherence to a cause, an individual or a unit. Loyalty, to him, was a two-way street up and down the hierarchy of the military structure. Loyalty was a viable spirit to be earned. He also stressed the need for knowledge of the art of war or any other profession. Armed with knowledge, hence skill, a man could become a leader. Smith was deeply concerned with the officers' attitudes. All men had to be treated with respect. They should never be expected or required to manifest greater spirit or courage than their commander displayed. They should never be asked to take a risk that the commander wouldn't. The commander had to set the example.

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[10]Major General Commandant letter 0913-1&3 of March 5, 1923 to The Secretary of the Navy. H.M. Smith File, Headquarters Marine Corps.

And in spite of his nickname, "Howlin' Mad", General Smith would not tolerate the display of an uncontrolled temper. Above all, he emphasized that each Marine should be recognized as an individual to be treated with kindness.[11] These traits, he believed, were the rudiments of being a successful military leader; these traits are those that Smith practiced throughout his forty years.

Following World War I, Smith held various posts at Marine Corps Stations. He attended the Naval War College and also the Field Officers' Course at Quantico. He was deeply enmeshed in several planning and training boards. In 1924 and 1925, he served as the Chief of Staff of the Brigade of Marines in Haiti. He did a tour of duty on the staff of the Commander, Battle Force, Pacific Fleet. During the period 1935 to 1937, he was the Chief of Staff and Personnel Officer in the Department of Pacific, San Francisco, California. In 1937, he was ordered to Headquarters, Marine Corps, to serve as the Director of the Division of Operations and Training. Two years later, in April 1939, he was appointed Assistant to the Commandant, Major General Thomas Holcomb. In September, 1939, Major General Holcomb designated Brigadier General Smith to serve as the Commanding General, First Marine Brigade, Fleet Marine Force.

Here is where General Smith truly began to distinguish himself and to demonstrate his strength and skills. Throughout

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[11]Speech by Major General H.M. Smith, USMC at Marine Corps Schools, August 22, 1942. H.M. Smith File, Headquarters Marine Corps.

his career General Smith had been quick to express his opinions, particularly when there appeared to be either a lack of understanding or official apathy. Smith was mercurial; he was bombastic; he was progressive; he was objective; he was truculent; he was pragmatic; he was tenacious; and he was deeply sincere and reverent. General Smith is considered to be the father of modern amphibious warfare. The keynote to success in such a complex endeavor is planning. Smith learned early in his career this essential function and applied it to amphibious warfare - concurrent, coordinated and detailed planning. These were hallmarks of General Smith. He was also imbued with the conviction that the mission of the Marine Corps was (and is) primarily offensive. He felt that a small, well-trained, highly mobile force, such as the Marine Corps, was best employed in an offensive role. He fervently believed that the amphibious landing force must be an independent command ashore. And one other important element that he took to the Brigade was the belief in realistic arduous training for all participants.

The First Marine Brigade trained. The Navy Amphibious force trained. Under the urgency of the war in Europe, new amphibious equipment was developed and obtained. Smith took any route to accomplish the objectives he believed in. He fought for his men, for the service, and for an amphibious doctrine that was viable under the ultimate test of war. In February 1941, General Smith commanded the landing forces in Fleet Exercise 7,

the first Army-Marine Amphibious operation. It was the final pre-war joint exercise in the Caribbean.[12] For the next two years General Smith was literally the father of amphibious training.

> He laid the groundwork for amphibious training of practically all American units, including the First and Third Marine Divisions, the First, Seventh and Ninth Infantry Divisions of the Army and numerous other Marine Corps and Army personnel. His proficient leadership and tireless energy in the development of high combat efficiency among the forces under his supervision were in keeping with the highest traditions of the United States Naval Service.[13]

In September 1943, General Smith was assigned to command the Fifth Amphibious Corps in the Pacific area. He led this Corps in assaults on the Gilberts, the Marshalls, Saipan and Tinian. In fact, he commanded all of the landing forces in the Marianas, which includes the island of Guam. He commanded the Fifth Amphibious Corps until August 31, 1944, when he was named Commanding General, Fleet Marine Force, Pacific,[14] a position he held until July 1946.

During these campaigns in the Pacific Theatre, General Smith exhibited several facets of leadership that were definite contributors to the success of his forces. Besides a belief

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[12]Smith, op. cit., 82.

[13]Distinguished Service Medal Citation, first award. (November, 1943) H.M. Smith File, Headquarters Marine Corps.

[14]A Chronology of the United States Marine Corps, Vol II, Historical Branch, G-3 Division, Headquarters, U.S. Marine Corps, 1965, p. 91.

and emphasis on highly detailed planning, he never forgot the necessity for continuous review and training. Through training, new and better techniques could be developed, mistakes eliminated and a high degree of esprit promoted. He believed in his men and they in him. He shared their hardships and he shared his comforts, such as they were. It was not unusual for a Marine near his command post to suddenly discover that he was sharing a canteen cup of ice cream or a cold turkey leg with the General. General Smith firmly believed the commander had to lead his troops. He was not an advocate of foolish personal exposure to unnecessary hazards, but he did believe that the commander could not run his unit from the shelter of a well protected command post. The small unit and even division commanders had to get out and observe the action of their troops, not rely on quantitative reports. General Smith stated; "Sometimes a General has to go to the front and let the troops see him. That's the only way he can make them realize there's nothing ahead of them".[15]

Smith has a specific philosophy about the conduct of an amphibious operation. He was the epitomy of an aggressive spirit. He, through training, through example, and through his orders, projected this spirit, this emotion to his officers and men. It was a winning philosophy. It was a realization that to

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[15]Smith, op. cit., 136.

win, the Marine had to drive, to force, to pressure the enemy unrelentlessly - it was a spirit of competitiveness and cold brutal aggressiveness, but not fanaticism, for the spirit was deliberate. His theme was to never lose the momentum of the attack. Yet, with this driving, impelling force, Smith would not waste his men on needless frontal assaults. He fought to obtain the best possible support for his command. He practiced every wile that could be conceived of, including division size feints. Smith believed that when the Pacific campaigns had been reduced to their essence, it was the individual Marine with his rifle who had provided the success.[16]

General Smith has been likened to a four minute egg, hard on the outside, soft on the inside. This may be what made him the respected leader. He was deeply reverent. He respected his men as distinct individuals. He was concerned for the well being of his men and he fought for their rights. General Smith received the respect and admiration of most all who served with him. He was strong and unbending in accomplishing those goals he believed in. He was a disciplinarian, but in a positive sense with tempered justice for all. He led by precept and example. He was a true student of the art of war and the father of modern amphibious warfare. Aggressiveness, bravery and tenacity were well known traits demonstrated by General Smith throughout his career. General Smith was both a physical and administrative leader with his forte being on the administrative

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[16]Ibid., 247.

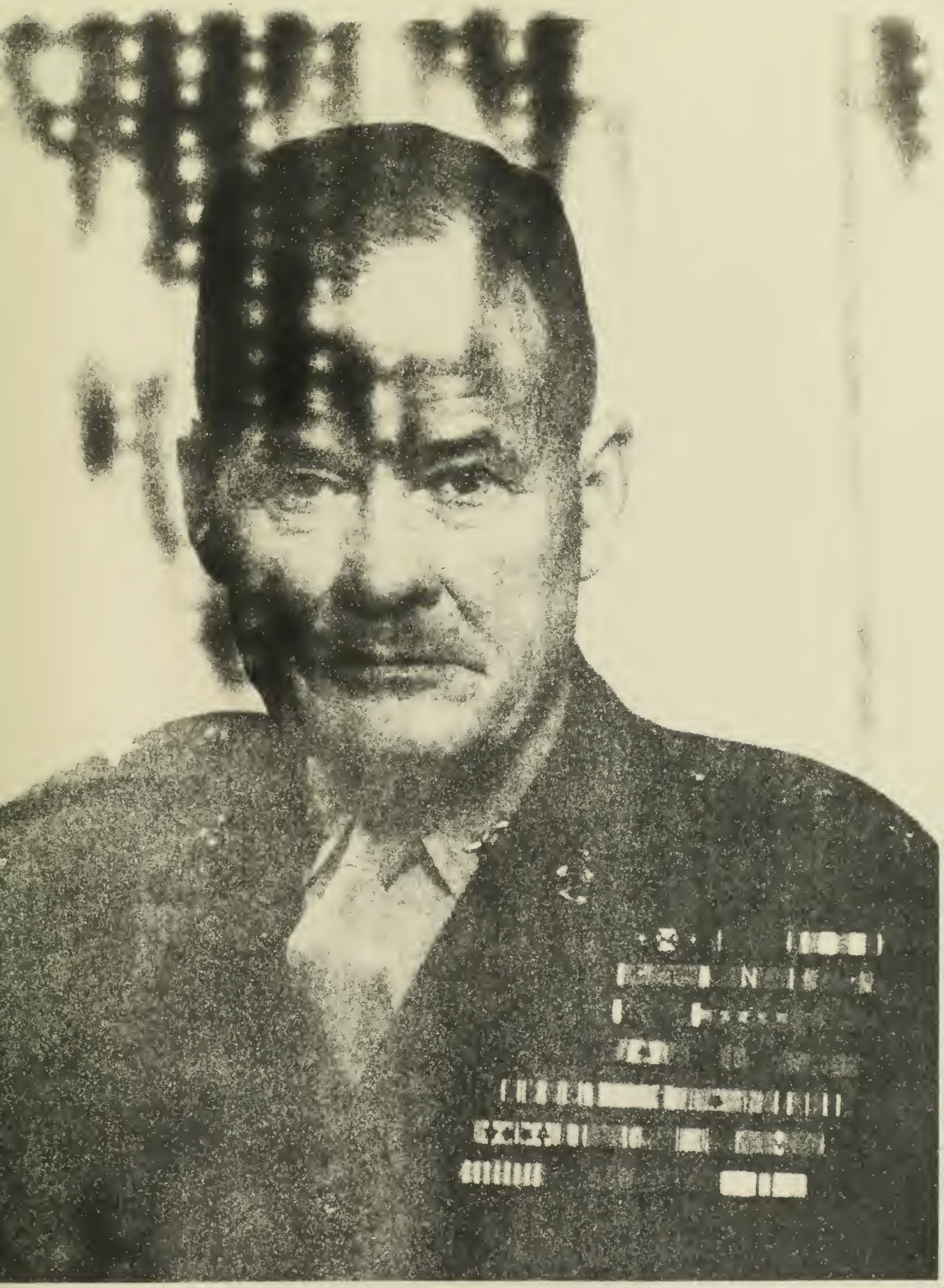
side. Here too, is a man of strength and endurance whose ideals have stood the test of time.

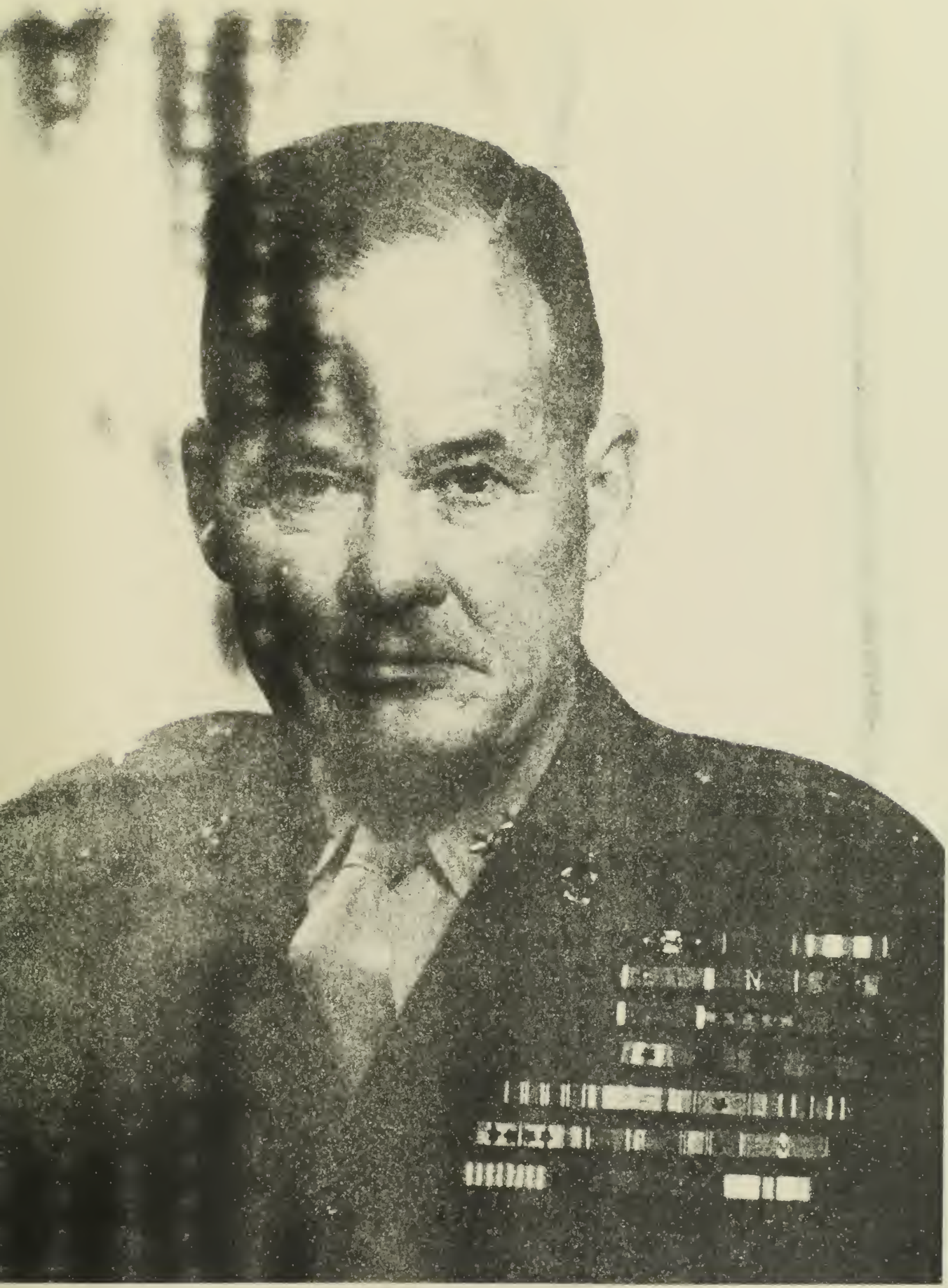
Major General

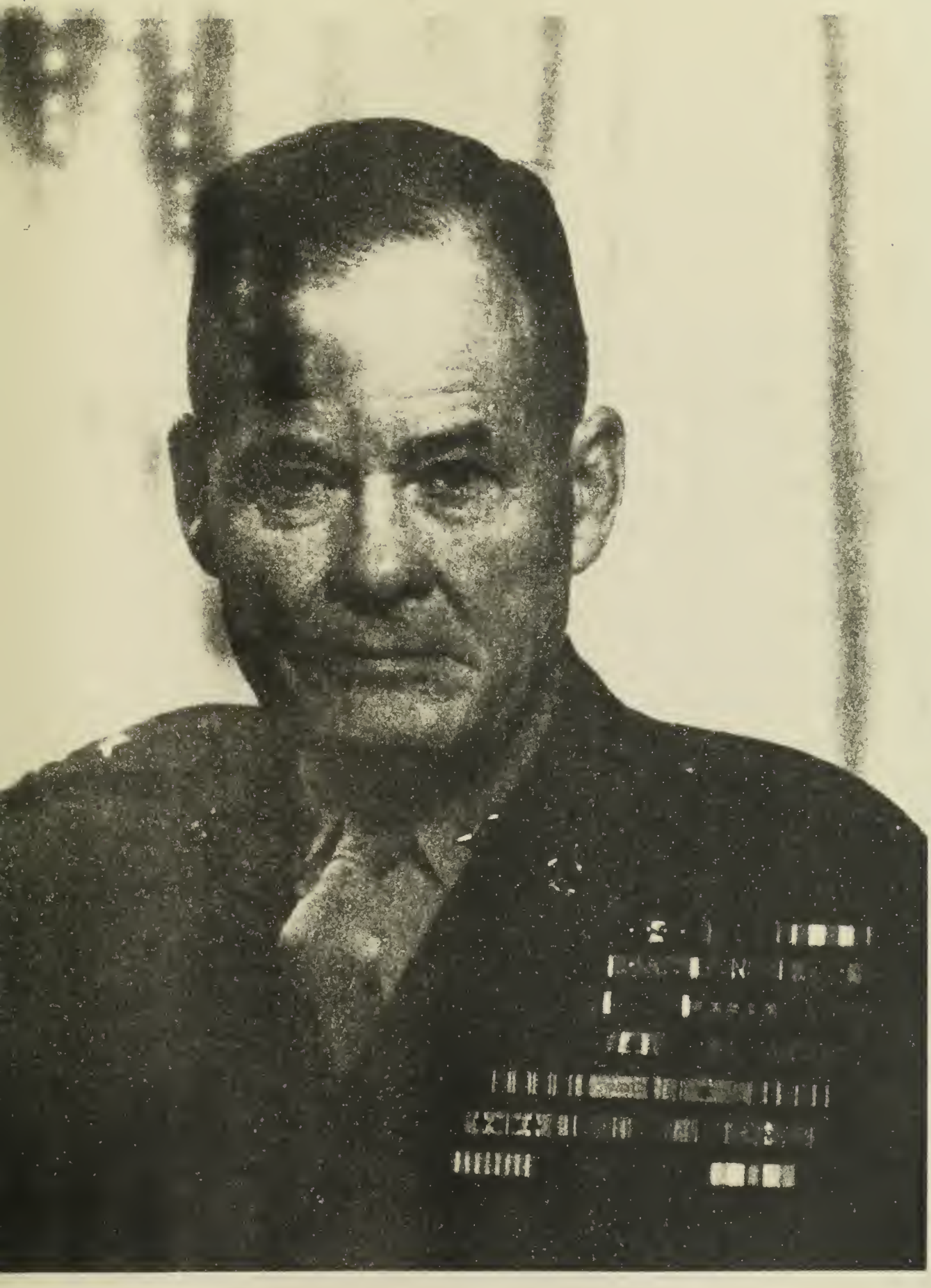
Lewis B. Puller

United States Marine Corps

Department of Defense (Marine Corps) A340695







CHAPTER IV

LEWIS BURWELL PULLER

Lieutenant General[1] Lewis Burwell Puller, United States Marine Corps, retired on October 31, 1955 having served in the United States Marine Corps thirty-seven years, four months and two days.[2] All but ten of those thirty-seven years had been at sea or overseas. He commanded and led everything from a squad to a division, from about ten men to nearly 20,000 men. General Puller is the most decorated Marine yet to serve in the Marine Corps. He, through his personal leadership, has won fifty-three personal decorations, unit citations and campaign awards. He has been one of the most colorful, controversial and certainly renowned Marine in the history of a famous and colorful combat force. His personal decorations are shown here.

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[1]Commandant Marine Corps letter DMA-1541-rlm of October 7, 1955, to Major General Puller. L.B. Puller File, Headquarters Marine Corps. (Major General Puller was promoted to Lieutenant General upon retirement having been commended for performance of duty in combat.)

[2]Commandant Marine Corps letter DMA-1541-sma-10 of October 7, 1955, to Major General Puller. L.B. Puller File, Headquarters Marine Corps.

TABLE IV[3]

PERSONAL DECORATIONS, LEWIS B. PULLER

Award	Date	Theatre of Award
Navy Cross	1930	Nicauragua
Navy Cross	September 20 - October 1, 1932	Nicauragua
Navy Cross	October 24-25, 1942	Solomon Islands
Navy Cross	December 26, 1943 - January 19, 1944	New Britain
Navy Cross	December 5-10, 1950	Korea
Distinguished Service Cross (Army)	November 29 - December 4, 1950	Korea
Silver Star (Army)	September, 1950	Korea
Legion of Merit with Combat V	September 15 - October 2, 1944	Palau Island Group
Legion of Merit with Combat V	September 15 - November 2, 1950	Korea
Bronze Star Medal	November 8-9, 1942	Guadacanal, Solomon Islands
Air Medal	January 15 - March 1, 1951	Korea
Air Medal	March 3 - April 5, 1951	Korea
Air Medal	April 7 - May 17, 1951	Korea
Purple Heart	Wounded in Action-November 8, 1942	Guadacanal

[3]Official Files, Historical Branch, G-3 Division, Headquarters Marine Corps.

TABLE IV (Cont'd)

Award	Theatre of Award
Foreign Decorations	
Presidential Medal of Merit	Republic of Nicauragua
Cross of Valor	Republic of Nicauragua
Haitian Medaille Milataire	Republic of Haiti
Ulichi Medal	Republic of Korea
Special Cravat of the Order of the Cloud and Banner	Republic of China

In addition to these awards, controversy has raged about the possibility of awarding a Congressional Medal of Honor to General Puller. Numerous civic organizations and many illustrious citizens have urged that this award would be a final fitting gesture. However, official records fail to disclose a recommendation from the field. Furthermore, Section 6241, Title 10, United States Code requires that the recommendation for a specific act must be filed within three years of the date of the act of service.[4] His personal awards stand alone without the need of further awards. That he is a combat officer of the highest courage and valor is fully attested by these awards bestowed by a thankful and respectful government. His service,

[4]Commandant Marine Corps letter DLA-wfw of April 26, 1962, to Middlesex County Ruritan Club. L.B. Puller File, Headquarters Marine Corps.

his record is an award in itself that probably will never be duplicated. It stands as a challenge and a heritage for all citizens and all Marines as an example of selfless, unswerving loyalty and service to a Nation.

The name Puller is considered among those of the first families of Virginia, a family steeped in the traditions and culture of the old south, and a family with a long tradition of service in the military forces. Lewis Burwell Puller was born in the village of West Point, Virginia, on June 26, 1898. Ten years later his father died and, with this unfortuate circumstance, a change of family life was effected. No longer were there servants and grooms; finances were a scarce commodity and living became an all-hands struggle. His mother ran the family with firm, unyielding discipline; considering the fact that she had the responsibility of two hard-charging sons and two other children, what other tack could she have chosen?

Young Puller was not distinguished for his academic standing. His mother insisted on the best possible education for her family. Puller, apparently because of the family lore and traditions, had an active interest in Civil War battles, but was not the complete student. He talked with veterans and read everything he could find on the conduct of individual battles. He even went so far as to read the Gaelic campaigns of Caesar from a "pony". Puller's boyhood was in the woods and

fields around his home. Here he learned the fine arts of trapping, fishing and hunting. Here, as a boy, he learned the rudimental skills of woodmanship that were to be so vital for survival, for success in campaigns over half the globe. From his early forays into the field as a boy, he was taught the techniques of rifle shooting in the field. Puller was a highly competitive athlete. By no means a professional athlete, Puller survived and excelled on the football field, track and baseball because of his fierce aggressive spirit of competitiveness, coupled with an overwhelming desire to win, to accomplish the goal, characteristics that he was to display throughout his military career.

Prior to completing high school, Puller tried to enlist in the Army to fight in Mexican border incidents. He was not able to obtain his mother's permission for an underage enlistment.[5] In 1917, after graduating from high school, he entered Virginia Military Institute. As in high school, he did not distinguish himself for academic achievement, but he did set a unique record of a demeritless year. This is an achievement seldom attained in any military school or college. Puller completed one year at Virginia Military Institute. The pull of active service was too great in spite of the pleadings of Colonel Derbyshire, his cousin and the Commandant of Cadets.[6] Puller

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[5]Burke Davis. Marine! The Life of LtGen Lewis B. ("Chesty") Puller, USMC(Ret.) (Boston: Little Brown and Company, 1962), p. 11-18.

[6]Ibid., p. 20.

enlisted in the Marine Corps on August 1, 1918, and went to Parris Island for his first contact with the Marines. At last Puller was in his element. He distinguished himself and, instead of going to Nicauragua or Haiti, he went to Officer Candidate School at Quantico. He was commissioned a Second Lieutenant on June 16, 1919.[7]

He chaffed at the inactivity that appeared to be his lot. World War I was over. The service was faced with personnel reductions and on June 19, 1919, he was placed on inactive duty.[8] He immediately resigned his commission and enlisted in the Marine Corps to serve in the Haitian Constabulary. For the next two or three years the exigencies of the service harassed Puller. He continuously strived for a commission in the Marine Corps on active duty. His mother, since he was in Haiti, even applied for him on June 30, 1920,[9] but he was not selected. On March 5, 1924, Puller was, at long last, appointed a Second Lieutenant in the Marine Corps[10] and sent to Basic School. Puller had served as an enlisted Marine for about four and one half years.

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[7]Acceptance of Commission signed by Lewis B. Puller, June 16, 1919. L.B. Puller File, Headquarters Marine Corps.

[8]Major General Commandant letter of June 19, 1919, to Second Lieutenant Puller. L.B. Puller File, Headquarters Marine Corps.

[9]Mrs. M.M. Puller letter of June 30, 1920, to Major General John A. Lejeune. L.B. Puller File, Headquarters Marine Corps.

[10]Major General Commandant letter of March 5, 1924, to Second Lieutenant Lewis B. Puller, USMC. L.B. Puller File, Headquarters Marine Corps.

Puller was a man with a mind of his own. In fact, one could characterize him as an individualist. He had to see for himself, and, just because a system was in being, it did not prevent Puller from critically examining it, particulary in the conduct of repetitive patrols. Puller, from his earliest days in the Marines, was obsessed with an almost fanatical determination to succeed. Puller was completely task oriented. His philosophy seemed to stem from the premise that nothing succeeds like success, and the accomplishment of an assigned goal or objective was the key factor in all his actions. Nothing seemed to deter Puller in the accomplishment of a task. He completely devoted his efforts, and the efforts of those subordinate to him, to the accomplishment of the goal. Once committed to the accomplishment of an objective, Puller would not be detracted by anyone nor anything; he had a bulldog tenacity. This characteristic appears to be one of the main and most significant traits of Puller that he has displayed since a youth. He first showed this attitude on the high school athletic field and subsequently on battlefields around the world.

It was in July 1919, that Puller arrived overseas to fight as an officer in the Haitian Gendarmerie. Enlisted Marines were used as junior officers in the Gendarmerie. He had been trained at Quantico in small unit warfare. However, this had primarily stressed the trench wars of France, not the patrol action he would shortly encounter in the jungles of Haiti and

subsequently around the world. Puller's first patrol consisted of escorting a routine pack train through enemy controlled jungle. Here Puller made his first contact with an armed enemy. His pack train was ambushed and Puller's reaction instead of a defensive posture was one of an offensive reaction. His patrol and the pack train charged the bandits. No major casualties were inflicted on his men; the bandits were scattered. Puller drove this patrol. He did not demand less of himself than the others, but he did require that the train keep up with him. Two characteristics came out of Puller's initial engagement. One was the fact that he was unrelenting in his demands upon himself, and he never required a subordinate to do that which he would not do himself; secondly, was his spirit of aggressiveness. He would not be stopped in the achievement of an objective. Puller had already begun to display the traits that were to make him a leader among leaders.

Within a few weeks, Puller had been given command of a company that was to make extensive deep penetrating patrols into the jungle controlled by the bandits. Puller had two days in which to get prepared.[11] Characteristically, he used this period to train the men, to try to weld a team, and to learn for himself about the capabilities of his new command. Although not recognizable at this time, this, too, came to be a very definite trait of Puller's. Puller, as was demonstrated time and again

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[11]Davis, op.cit., pp. 26-31.

in later years, was a perfectionist. He attached the greatest importance to extreme detail in training; in the barracks, aboard ship, in the field, he demanded perfection. He had total attention to the most minute detail. In fact, this is considered by some to be the reason Puller's units were so successful in combat; that he had demanded highly detailed, comprehensive training under the most arduous conditions and accepted nothing less than perfection. This does not imply that he thought less or cared less of the men, but that he recognized survival and success in combat to be the result of realistic training aimed at perfection. Men survived because of his philosophy of training.

It was here in Haiti that Puller learned another facet of leadership. This facet was more on the raw physical side. During this second patrol, Puller learned the importance of setting an unflinching example. Puller, since that time, has been characterized as absolutely fearless. However, even here there is a matter of judgment. With experience, a combat veteran learns when to take cover and when not to; by the sound of the bullet or fragment, more frequently than not one can tell when to seek cover. Besides, it is often said, "You can't hear the one that hits you". Puller was a superior student and learned quickly. Puller learned in Haiti the importance of being an example for his men. He learned that the respect of the men frequently facilitates control in critical periods.

Puller was commissioned a Second Lieutenant in the United States Marine Corps in 1924 (for the second time) and returned to the United States to repeat Basic School. No one could have been less enthusiastic about the ensuing barracks duty assignment, yet it was here that he again demonstrated his attention to detail and his demands for total perfection. Annually, a national drill competition was held. Perennially Marines had not been first, rather they had been second to the Army, Navy or Coast Guard. Second Lieutenant Puller was assigned the task of leading the Marine Drill Team. He undertook this assignment in the same manner he had used with his first company in Haiti. Nothing would interfere with the accomplishment of the objective to win the national competition. Puller was described as being as hard as nails, yet completely friendly. Part of the reason the troops respected Puller was his requirement for perfection and the unstinting demands he made of himself as well as his men. He spoke their language; he understood their needs. Here, in preparing for the competition, Puller required just a little more of his men; he required that uniforms, weapons, personal appearance, and training be that little extra required for perfection. He provided the fulfillment of a challenge for his men. In December 1925, the Marine team, Puller's team, won the National Drill Competition. General Lejeune, then Commandant of the Marine Corps, sent this message to Puller: "Heartiest congratulations on victory of Marine Corps Drill Team under your

command in interservice competition at Boston last night. Am deeply gratified. Please express my appreciation and commendation to the members of the team."[12] Here was another example of his competitiveness, his drive, force, and perfectionism, a further example of the physical attributes of leadership and skill in directing the efforts of men.

Puller's next tour of duty was at Marine Barracks, Pearl Harbor. From there, at his request, he was sent to Nicauragua; he arrived there in December, 1928. He was not without some administrative skills. He served the first few months as adjutant and then as quartermaster. He was commended for these by the Commander of the Guardia, General E. R. Beadle.[13] Puller next was assigned a company. Here he continued to display those attributes he had learned in Haiti, courage to the point of fearlessness, aggressiveness, force and initiative, and mission orientation. He never forgot, however, to look after his men. He always set the example for both his men and his officers. Here he won his first Navy Cross for leadership, for courage and for complete disregard of personal safety in accomplishing his unit's mission.

Many stories are attributed to General Puller's disdain of schools and staffs. Yet, he applied for the Army Infantry School at Fort Benning, Georgia. This tends to negate the

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[12]Commandant of the Marine Corps message of December 4, 1925, to Second Lieutenant L.B. Puller, USMC. L.B. Puller File, Headquarters Marine Corps.

[13]Davis, op.cit., p. 57.

legends of the press. His record in Nicauragua spoke for itself and his request was immediately approved by the Marine Corps. Puller recognized the need for continuous higher education and training in the science and skills of warfare. Puller was not a professional classroom student. He excelled in the field; the academic atmosphere of the classroom was not his forte. Puller was at his best in the application of small-unit tactics, the small-unit patrols, and anti-guerrilla tactics. He was a master of these skills without peers. Perhaps this is the cause for his reported disdain of military schools, for their primary emphasis is on the conduct of wars in larger arenas. Perhaps he also objected to the "school solution". Admittedly, in combat, Puller did not always follow the academic approach, but he always accomplished his assigned mission, a record hard to equal.

It was during his second tour of duty in Nicauragua that Puller won his second Navy Cross. His company made a patrol of more than 150 miles in ten days; fought four battles, killed over 30 bandits and wounded countless others. Again, the same attributes of self-denial, aggressiveness, military skill, and superb training contributed to the esprit of the unit, that essential intangible that makes the thin line between success and failure. In 1933, the Marines were able to leave Nicauragua. A relatively stable government had been established, and the nation appeared to be able to police and govern itself. The mission had been completed.

First Lieutenant Puller went to Peking in 1933 where he served for nearly two years. Here the Japanese troops thoroughly demonstrated the need to train daily, regardless of the weather, for war does not cease because of the vagaries of climatic change. This further impressed Puller with his previous conviction of the need for total training, for requiring perfection. For the next two years he served aboard the USS Augusta, the flagship of the Asiatic Fleet, now called the Seventh Fleet. He characteristically set standards for himself and his detachment that were nearly unattainable. He challenged the troops in every feasible way. The results were as expected: the detachment was outstanding, and in 1936 won the coveted Haines Bayonet Trophy.[14] From the Augusta, he was ordered to the Marine Corps Basic School at Philadelphia as an instructor, where he remained for three years.

Newspapers, magazines, and books usually tell the tale of Puller and the sleeping student, a problem apparently inherent in any classroom. Even the Saturday Evening Post dated March 22, 1952, tells of this incident to point out his apparent rough and ready ways, his intensity for driving home his point. The story, as told from all sources, states that Puller kicked a chair from under a sleeping student and then sent him to bed in the middle of the afternoon with the admonition to remain there until he could stay awake in class. This is the colorful side, but one of

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[14]Davis, op.cit., p. 96.

the students of these classes had a much more revealing observation. He stated that Puller was the only instructor that could hold a class spellbound. More frequently than not, classes skipped the noon meal in order to have Puller continue a classroom lecture or discussion. He spoke the language of the people he was dealing with and gave them the facts that he believed in. Few instructors have had this unique ability, the personality and the record to motivate so thoroughly. Puller was a driver, but he was an inspirational leader also.

A short tour back aboard the flagship Augusta and then Shanghai followed his tour at Basic School. In October 1941, Major Puller took command of the First Battalion, Seventh Marines (1/7), a command he was to retain for the next fifteen months. There at Camp Lejeune, North Carolina, Puller began to train his command. Relentless and unceasing, he taught the command everything he knew about the skills of war. He emphasized that the troops came first. The troops were fed, clothed and bedded down first. It is a well known military adage that if you take care of the troops, are concerned with the welfare of the men, they, too, will be concerned with the command's welfare. He again displayed his demand for perfection. He had a unique ability of being in the right place at the right time. He soldiered with the men in the field. Above all, he was just and fair. Puller, by experience, knew that success in battle was achieved only by a well-disciplined, highly trained and thoroughly motivated

military force. He gave 1/7 all of these. They truly believed they were the first battalion in the Marine Corps. In April 1942, 1/7, an element of the 3rd Marine Brigade, sailed for the South Pacific. On May 8, 1942, the battalion landed at Apia, Samoa as a part of the Samoan Defense Force.[15] This is the same harbor where General Lejeune first was praised for his courage during the sinking of the USS Vandalia in 1899. Puller continued to train his battalion. His requirements were even more demanding, but he always set the example. He always led the marches. He apparently never slept and as was his axiom, he shared the hardships with his command. In Samoa, he continued to show his concern for the welfare of the men. He demonstrated the administrative side of leadership, the logistic support facet, the care and feeding of troops.

September 18, 1942, 1/7 landed at Guadacanal as part of the Seventh Marines, reinforcing the First Marine Division which had landed on August 7, 1942, in the first American land offensive undertaken in the war against Japan.[16] On September 19, 1942, 1/7 launched its first patrol. Here Puller showed the traits that made him the Number One Marine in the minds of most Marines and the nation. He was a fearless, tireless leader. He

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[15]U.S. Marine Corps. A Chronology of The United States Marine Corps. Vol 2., Historical Branch, G-3 Division, Headquarters Marine Corps, p. 23.

[16]U.S. Marine Corps. A Chronology, Vol 2., p. 26.

believed that no one, regardless of rank, was not expendable, that the life of even a general officer is not worth more than the life of any other Marine. He felt that as long as combat troops could see their leaders share the discomforts and dangers with them, they would do anything that was asked of them because of their trust and respect for their leaders. This trust, this respect is earned, not conveyed by appointed rank.[17] Puller was at the head of the first patrol, in fact there were times he was ahead of the reconnaissance team. Throughout the Guadacanal campaign, Puller was the personification of raw, physical leadership.

The first two years of World War II and the actions of Lieutenant Colonel Puller can best be described by the citations he and his unit received:

> The Commanding General commends the 1st Battalion, 7th Marines, for its determined and vigorous defense against an attack conducted by numerically superior enemy forces on the night of 23-24 October, 1942. The 1st. Battalion occupying a defensive sector of a width of about 2500 yards situated on the south line of the 1st. Division position on Lunga Point, Guadalcanal, British Solomon Islands, was attacked at about 1000 by an enemy force of a strength estimated at 3000 men. The 1st. Battalion assisted by effective artillery fire from the 11th. Marines successfully maintained its lines against determined enemy assaults until 0330 when it was reinforced throughout the position by the 3rd. Battalion, 164th Infantry. Together with that Battalion, the successful defense was continued throughout the night inflicting heavy losses upon the opposing enemy troops. The high combat effectiveness demonstrated by the 1st. Battalion,

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[17]Historical Branch, ACofS, G-3, Headquarters Marine Corps. Summary Report of Interview of LtGen L.B. Puller, November 4, 1965. Marine Corps Records.

7th. Marines is a tribute to the courage, devotion to duty and high professional attainments of its Commanding Officer, Lieutenant Colonel Lewis B. Puller and to the Company Commanders, Captain Charles W. Kelly, Jr., Captain Regan Puller, Captain Robert H. Haggerty, Captain Marshall W. Moore and Captain Robert J. Rodgers. (Unit Citation)[18]

For extraordinary heroism in action against an armed enemy on Guadalcanal, British Solomon Islands, during the night of October 24, 1942. Lieutenant Colonel Puller's battalion was holding a front, over a mile in length, part of which passed through dense jungle. During a heavy rain a Japanese force, numerically superior, assaulted the portion of the line which passed through the jungle. The line held, notwithstanding repeated assaults, until reinforcements arrived some hours later. Lieutenant Colonel Puller commanded both his own battalion and the reinforcements until late in the afternoon of the following day. By his coolness under fire, his disregard for his own safety, and by the exercise of good judgment, Lieutenant Colonel Puller was to a large measure responsible for the successful defense of the sector assigned to his troops. (Navy Cross)[19]

For heroic achievement as Commanding Officer of the First Battalion, Seventh Marines, First Marine Division, in action against enemy Japanese forces on Guadalcanal, British Solomon Islands, 8 and 9 November, 1942. After leading his battalion in an arduous three-day advance through treacherous jungle and swamp, Lieutenant Colonel Puller skillfully deployed his men and launched a vigorous, coordinated attack against unusually strong enemy positions supported by at least two field guns, and, although wounded while directing the assault, valiantly remained in command of his intrepid battalion until the following morning. By his aggressive leadership, indomitable fighting spirit and devotion to duty, Lieutenant Colonel Puller served as an inspiration to his officers and men, thereby reflecting great credit upon himself and the United States Naval Service. (Bronze Star)[20]

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[18]1st Marine Division Bulletin 63a-42 of October 29, 1942. L.B. Puller File, Headquarters Marine Corps.

[19]Commander, South Pacific Force of the U.S. Pacific Fleet, signed by Admiral W.F. Halsey. L.B. Puller File, Headquarters Marine Corps.

[20]Secretary of the Navy Commendation signed by James Forrestal, Secretary of the Navy. L.B. Puller File, Headquarters Marine Corps.

What is shown by these citations? A unit and a commander that are fiercely loyal to each other and to their service; a commander and a unit which will accomplish any task; an aggressive, dynamic, fighting spirit, an esprit that is not destroyed by overwhelming odds or adversities; a commander who is aware of the needs of the troops; a commander who sets an example with fearless courage; a commander with an ability to recognize where his presence is required; a professionally skilled commander and unit, a state which is achieved only by arduous training; a commander, although seriously wounded, who refuses to give up, and by his example exhorts the men to even greater feats. This is what is contained in these citations.

There is another side to Lieutenant General Puller that is not the subject of newspaper articles, for this side is not the burly, brusque, candid, rough-and-ready Marine. This human side is not really good copy, and yet, this, too, is an element of his qualities that are an important factor in his success as a leader. Puller spoke the language of the men. He had a sensitivity for their needs. He insisted that the men be first in the mess lines and the exchange lines and he practiced this philosophy by personal example. Puller, the fighting commander, was also a very devoted family man. It would appear that there was a distinct dichotomy of personality in Puller, that he played two distinctly different roles. Yet, the human side tended to compensate for the aggressive side and make him a whole man.

Lieutenant Colonel Puller was returned to the United States in January 1943. General George C. Marshall, the Chief of Staff of the Army, had requested the loan of Puller. General Marshall had known Puller at Fort Benning; Marshall knew Puller's unique personal appeal and his candid forthright manner of speaking. Puller spent the next two months traveling the length and breadth of the nation speaking to and inspiring both military and civilian groups. Puller was able to project his dynamic, driving spirit to these people. His candor, though frequently startling, was another feature which made the audiences attentive. Puller was the master of his subject, jungle warfare and the spirit of men. Puller was cited by Marshall for this tour.[21]

Puller returned to the South Pacific in March, 1943, where he was made executive officer of the Seventh Marines. These citations can best explain the subsequent actions Puller was in:

> For extraordinary heroism as Executive Officer of the Seventh Marines, First Marine Division, serving with the Sixth United States Army, in combat against enemy Japanese forces at Cape Gloucester, New Britain, from December 26, 1943, to January 19, 1944. Assigned temporary command of the Third Battalion, Seventh Marines, from January 4 to 9, Lieutenant Colonel Puller quickly reorganized and advanced this unit, effecting the seizure of the objective without delay. Assuming additional duty in command of the Third Battalion, Fifth Marines, from January 7 to 8, after the commanding officer and executive officer had been wounded, Lieutenant Colonel Puller unhesitatingly exposed himself to rifle, machine-gun and mortar fire from strongly entrenched

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[21]Davis, op.cit., pp 174-184.

> Japanese positions to move from company to company in his front lines, reorganizing and maintaining a critical position along a fire-swept ridge. His forceful leadership and gallant fighting spirit under the most hazardous conditions were contributing factors in the defeat of the enemy during this campaign and in keeping with the highest traditions of the United States Naval Service. (Navy Cross)[22]
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> For exceptionally meritorious conduct in the performance of outstanding services to the Government of the United States as a Marine infantry regimental commander in a Marine Division, prior to and during the action against Japanese forces on PELELIU and NGESEBUS, PALAU GROUP, 15 September to 2 October, 1944. Landing with the assault battalions of his regiment on a strongly fortified and heavily mined beach, Colonel PULLER, with skillful leadership, effectively reorganized his attacking force and under intense enemy gunfire promptly seized the initial objective. When the enemy counterattacked, by skillful use of his combined arms, including tanks, Colonel PULLER coolly coordinated his defensive fires and repulsed all attacks, inflicting heavy losses upon the enemy. With resolute determination he masterfully maneuvered his assault elements into positions where the enemy was blasted out of an intricate system of caves inter-connected in the coral-lime terrain. The combat efficiency and bold tenacity displayed by his regiment resulted directly from his leadership and high example. His exceptionally meritorious conduct materially aided in the success of the operation and was at all times in keeping with the highest traditions of the United States Naval Service. (Legion of Merit)[23]

Neither of these citations tell of his personal struggle which even further impressed his men and officers. During the action on Guadalcanal, Puller was severely wounded. One fragment was left in his leg at Puller's direction; to have removed the fragment would probably have meant evacuation from his command.

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[22]Secretary of the Navy Commendation signed by James Forrestal, Secretary of the Navy. L.B. Puller File, Headquarters Marine Corps.

[23]U.S. Marine Corps Headquarters, Fleet Marine Force Pacific Commendation signed by LtGen H.M. Smith. L.B. Puller File, Headquarters Marine Corps.

On Peleliu, this fragment caused Puller's leg to become grossly swollen. The pain must have been violent. Puller refused evacuation during the three-week campaign. The wound was so severe that during the latter part of the campaign Puller was carried on a litter to the front.[24] Nothing could prevent Puller from his duty, from his command. When the Seventh Marines reembarked aboard the ships, the fragment was removed from Puller's leg.

After the Palau Island campaigns, Puller was ordered back to the United States to the infantry training regiment at Camp Lejeune, North Carolina. Puller was given the task of training men for combat; no better individual could have been selected for this onerous task. His efforts, his leadership, and his demand for realistic, arduous training with perfection being the only acceptable standard paid off. He received this citation:

> For meritorious service in the performance of his duties while serving as commanding officer of the Infantry Training Regiment and later as commanding officer of the Specialist Training Regiment, Camp LEJEUNE, NORTH CAROLINA from 15 January, 1945 to 2 September, 1945. Demonstrating outstanding professional and tactical ability, Colonel PULLER directed the training of many thousand Marines for combat, who not infrequently arrived on the scene of an operation and were used forthwith against the enemy without additional field training. The brilliant achievements of these PULLER trained men against the JAPANESE continually reflected his unusual qualities of leadership. His success in developing men to be excellent combat Marines with high

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[24]Interview with Major General R.G. Davis, USMC on February 6, 1967. Major R.G. Davis commanded 1/7 on Peleliu.

morale was a direct contribution to the defeat of JAPAN. His outstanding conduct throughout was in keeping with the highest traditions of the United States Naval Service.[25]

From Camp Lejeune, Puller was sent to the Eighth Marine Corps Reserve District where he again distinguished himself. It is no little matter to win the respect of a civilian community as well as the military community. Puller's record in the Eighth District is unassailable. By his efforts, he built the reserve organization to nearly the largest in the nation. He gave unstintingly of himself and was cited by civilian organizations for his support and the Marine Reserve District's support.[26] He continued to display his dynamic leadership at his next duty station, Marine Barracks, Pearl Harbor, as readily shown in his fitness reports.

Then, 25 June 1950 arrived. The Korean War began. Puller was beside himself. He volunteered and was sent to the First Marine Division at Camp Pendleton, California. Two and one half months later, he was leading the First Marine Regiment in an amphibious assault at Inchon. On January 24, 1951, Puller was promoted to Brigadier General and became the Assistant Division

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[25]Secretary of the Navy Commendation signed by James Forrestal, Secretary of the Navy. L.B. Puller File, Headquarters Marine Corps.

[26]S.M. Lemerie, President of Board of Levee Commissioners, New Orleans, La. letter to Col. L.B. Puller, USMC of September 26, 1947. L.B. Puller File, Headquarters Marine Corps.

Commander. For a ten-day period beginning on February 24, 1951, Puller was the First Marine Division Commanding General while Major General Oliver P. Smith was the acting Ninth Corps Commander.[27]

The heritage of "Chesty" Puller, the "Number One Marine", is a record of unfailing physical leadership. Probably the most important leadership trait that he repeatedly demonstrated was his apparent fearlessness. He believed and then taught that a Marine officer must set an example for his men. Puller frequently stated that he was not fearless, but by doing his duty he could overcome this aspect of combat. Puller had an instinct for being at the place where the trouble was. He was fiercely loyal to his men, his unit, and his service. Although not an articulate, erudite student, he was a master of the art of "leading, fighting, and feeding men". He was aggressive and competitive. He never lost sight of the objective. Physically, he never appeared to tire - his stamina was legend among those who served around the world with him. He understood the needs of the men and satisfied them. He was candid and forthright. He set an example, not only under fire, but wherever he went. He was honest - to himself, to his men, to his nation. He was a man-

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[27]Davis, op.cit., pp 296-298. (Puller was subsequently promoted to Major General in September 1953.) L.B. Puller File, Headquarters Marine Corps.

who could project his dynamic drive to others. He knew his men and insisted on subordinates doing the same. Puller was a physical leader whose records will probably never be equalled.

CHAPTER V

THE LIVING LEGACY

General Gerald C. Thomas, United States Marine Corps (Ret.), recalled the definition of leadership as taught at The Infantry School, Fort Benning, Georgia as "the art of leading, fighting and feeding troops". Leadership has further been divided into two general types, namely physical and administrative. Professor Eugene Jennings of Michigan State University has stated ". . . that leadership seems to represent a set of ideas that cannot be empirically described or operationally studied with ease".[1] At the United States Military Academy, West Point, New York, "leadership is viewed and studied as an art to manage and inspire men to accomplish assigned missions".[2]

Doctor Douglas S. Freeman, Pulitzer Prize winner in 1934 and author of Lee's Lieutenants, has some thoughts on leadership. First, he believed that leadership was fundamentally common sense and mankind and that leadership as portrayed by General George Washington and subsequent military leaders consisted of

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[1]Jennings, Eugene E., An Anatomy of Leadership, Princes, Heroes, and Supermen, (New York: Harper and Brothers, 1960), p.3.

[2]U.S. Military Academy, Leadership in The Service, (West Point: U.S. Military Academy, 1959), p.vi.

three basic elements or conditions. The first condition was to "know your stuff". By this Dr. Freeman implied more than just a narrow discipline, a broad encompassing knowledge of the individual service, and the related arms of the service. He further believed that the successful military leader should be a student of military history. The successful military leader needed the skills and techniques of the present to apply to the experience of the past. The second condition established by Dr. Freeman was to "be a man". This implies courage, not only in the face of the enemy, but courage of your convictions in the face of administrative problems. Dr. Freeman enlarged upon being a man to include industriousness, strength of character, fair play and self-discipline. The third condition established by Dr. Freeman was the advice to "look after your men". In this final condition, he included all of the elements of support for the troops, including such basic needs as mail service, hot rations, proper clothing, and moral as well as physical support.[3]

In the three separate and different leaders that have been reviewed, each possessed these characteristics and traits required by Doctor Freeman and General Thomas. General Maxwell Taylor has similar views. He listed three characteristics common to great (successful) military leaders. These characteristics were the gift of human understanding, professional competence,

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[3]A lecture delivered by Dr. Douglas S. Freeman at the Naval War College, May 11, 1949.

and strength of character.[4] These characteristics were displayed by each of the studied officers. It would appear then that the traits of the leaders of yesteryear as seen by a noted historian, as viewed by a behavioral scientist, and as experienced by successful military leaders are definable and transferrable.

General Lejeune was unique. For in him can be seen the versatile, ideal leader. He displayed both the physical and administrative leadership skills. He was a man of courage, under fire on the battle fields and in the political arena of the nation's capitol. He was bold, aggressive and determined. Personal integrity and self-discipline were ever present. By personal example, he established the standard for his men and ultimately for his Corps. He "took care of his men". Lejeune has often been described as a "soldier - scholar". He "knew his stuff". And he was a man, a man who practiced self-discipline. Lejeune was also progressive. He, as a student, conceived of the changes necessary to provide the United States with a Marine Corps that was and is the nation's "Force in Readiness". Lejeune's beliefs in leadership are as valid today as they were forty years ago. His beliefs and ideals are capable of being taught to others as leadership traits and principles to be applied and practiced by all Marines in all facets of life.

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[4]U.S. Military Academy, op.cit., p. viii.

Although he displayed some of the physical elements of leadership, General Smith's strength lay in the administrative skills of leadership. The principles he practiced and believed were identical to those as exemplified by General Lejeune. On the physical as well as the administrative side, his spirit of aggressiveness and pragmatism stood out. Like Lejeune, Smith was far sighted. He was progressive, and he used education as a foundation upon which to build progress. General Smith also followed the precepts of Doctor Freeman and General Taylor; Smith "knew his stuff" by continuous study, training, and experience. He was a man with strong convictions, with a defined purpose and a deep sense of responsibility. Smith "took care of his troops". He insisted upon proper training so that the men could survive the test of battle both physically and spiritually. He believed in his men and his organization. General Smith met and fulfilled the ultimate test of leadership in combat.

Both General Lejeune and General Smith followed certain specific principles of leadership. They were technically and tactically proficient. They knew their own strengths and weaknesses and continuously sought self-improvement. They knew and took care of their men. They set a good example. They trained their men as a team to develop esprit and discipline. They sought and took responsibility for their action and that of their commands. These characteristics are manifest in the principles of leadership taught at Marine Corps Schools at

Quantico, Virginia, and at the United States Military Academy at West Point, New York.[5]

Lieutenant General Puller employed these same principles in his thirty-seven-year career. Aside from puller's aggressive fighting spirit, one trait and leadership principle that stands out was his precept of training. Both Lejeune and Smith emphasized training and the development of unit spirit, discipline and integrity, but not to the extent that Puller did. Puller demanded and obtained absolute perfection in training. He set an almost unattainable standard by personal example. By his manner of speech, his open candor, and forthright manner, he was able to communicate with his men. He provided a personal challenge to every individual in his command that each strived to meet. Although Puller required more, he gave more. Yet, underneath his demanding, forceful exterior was a man of strong emotions who fought for the welfare of his men. Lieutenant General Puller epitomizes the physical side of leadership and through his record earned the reputation in the eyes of the nation as the "Number One Marine".

Are these principles as seen by historians, scientists, and military leaders and displayed by these three successful leaders applicable to today's Marine? This can be answered by

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[5]Interview with Colonel Frank C. Caldwell, USMC on February 17, 1967. (Colonel Caldwell was a leadership instructor at the U.S. Military Academy in 1957-1958.)

considering the administrative and physical leadership skills required in the modern Marine Corps. Consider the skills and the broad background required for Lieutenant General Lewis Walt to command the Third Marine Amphibious Force in Vietnam, a force numbering in excess of seventy thousand Marines. Consider the financial management system that is used today to plan, program and budget. The skills required to prepare cost utility analysis in preparing plans and making decisions are breath-taking. Field commanders now share the responsibility for financial management that was formerly borne solely by the Commandant and his immediate staff in Washington.[6] Field commanders are being given increased control of their resources through shifting emphasis in financial management. They must reckon with these changing requirements and yet provide the physical leadership for success in combat. They must understand and utilize the ever increasing complexities of the electronic data age and modern weaponry. The commanders of today must practice and must display ever increasing administrative leadership skills.

Does this increased mechanization, the "push-button" war, eliminate the need for the individual Marine? As Colonel Heinl has so aptly written:

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[6]Major E.A. Wilcox, USMC, et al., "Financial Management in the Marine Corps: An Evaluation" (Unpublished group research project, The George Washington University Navy Graduate Financial Management Program, 1962), pp. 12-15.

> Trained men who will stand and fight are never obsolete. It was not the bowman, but the long bow, not the cavalryman, but the horse, which vanished from the scene. Men--the man, the individual who is the Marine Corps symbol and stock in trade--constitute the one element which never changes. Whether the landing force lands by pulling boat, by motor sailer, by diesel-driven barge, or by helicopter, there must still be fighting men to project American maritime power onto the farther shores and the islands in between. The fearsome, untried weapons of today and tomorrow cannot change the fact that only attack--not defense--wins war; nor have these weapons made the Marine and his mode of warfare more or less obsolete than any other trained and disciplined soldier who stands in the forefront of battle.[7]

The need for the individual, the need for physical leadership has not diminished, it has increased. Modern tactical doctrine no longer calls for large units fighting shoulder to shoulder. Today's doctrine operates in an environment of unit (battalion) separation. The battalion commander, the fire team leader must set the physical example for success. The following citations help to support this premise:

> The reconnaissance patrol, led by Lt Reasoner . . . came under heavy fire from an estimated 50 to 100 hostile Viet Cong insurgents firing machine guns, automatic rifles, rifles and carbines from numerous concealed positions . . . From the initial moments of the engagement, he unhesitatingly and continuously exposed himself to machine gun and small arms fire . . .Shouting encouragement to his men, who were virtually isolated from the main body, he quickly organized a base of fire to support the assault on the enemy positions by the remainder of the command.
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> Within the first few minutes one of the Marines with First Lieutenant Reasoner was wounded. In the face of intensive fire, First Lieutenant Reasoner sought to cover the evacuation of the wounded man, himself killing at least two of the Viet Cong and effectively silencing an automatic weapons position. As casualties began to mount, his radio operator was wounded.

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[7]R.D. Heinl, Soldiers of the Sea (Annapolis: United States Naval Institute, 1962), p. 603.

After crawling a considerable distance, and before reaching a covered position, the radio operator was hit a second time and could move no further. Realizing that the man could not survive in the heavy enemy fire sweeping the open ground between him and the radio operator, First Lieutenant Reasoner courageously leaped to his feet, shouting to the man that he would carry him out. He ran through the grazing machine gun fire but was struck and fell mortally wounded at his radioman's side.[8]

. . .In violent battle, Corporal Paul's platoon sustained five casualties as it was temporarily pinned down by devastating mortar, recoilless rifle, automatic weapons, and rifle fire delivered by insurgent communist (Viet Cong) forces in well-entrenched positions. The wounded Marines were unable to move from their perilously exposed positions forward to the remainder of their platoon and were suddenly subjected to a barrage of white phosphorous rifle grenades.

Corporal Paul, fully aware that his tactics would almost certainly result in serious injury or death to himself, chose to disregard his own safety and boldly dashed across the fire-swept rice paddies, placed himself between his wounded comrades and the enemy, and delivered effective suppressive fire with his automatic weapon in order to divert the attack long enough to allow the casualties to be evacuated.

Although critically wounded during the course of the battle, he resolutely remained in his exposed position and continued to fire his rifle until he collapsed and was evacuated. By his fortitude and gallant spirit of self-sacrifice in the face of almost certain death, he saved the lives of several of his fellow Marines . . .[9]

Need more be said about the need for physical leadership in the present and future Marine?

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[8]U.S. Marine Corps News Release dated January 30, 1967. (First Lieutenant Frank S. Reasoner, USMC, graduate of the U.S. Military Academy, was killed in action while leading a reconnaissance patrol in Vietnam. He was awarded the Medal of Honor.)

[9]Department of Defense News Release February 6, 1967. (Lance Corporal John C. Paul, USMC, earned the Medal of Honor serving as a fire team leader in Vietnam. He died of wounds received in the action cited.)

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